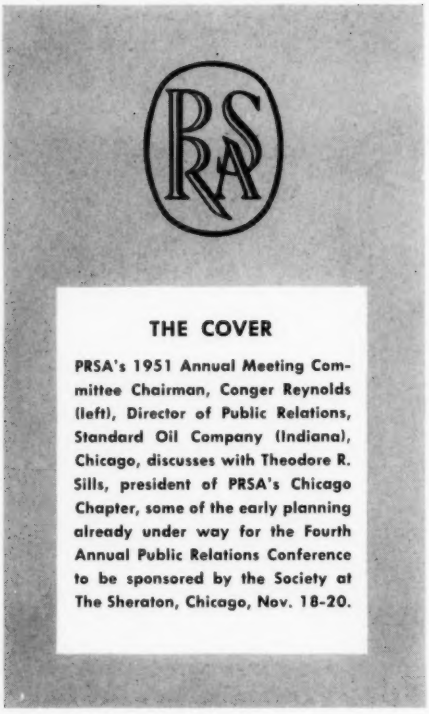
PUBLIC RELATIONS



THE COVER

PRSA's 1951 Annual Meeting Committee Chairman, Conger Reynolds (left), Director of Public Relations, Standard Oil Company (Indiana), Chicago, discusses with Theodore R. Sills, president of PRSA's Chicago Chapter, some of the early planning already under way for the Fourth Annual Public Relations Conference to be sponsored by the Society at The Sheraton, Chicago, Nov. 18-20.

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NOTED IN BRIEF . . .

• Martin Dodge, public relations counsel who has long been a student of labor relations and practitioner in the field, sets down some thoughts and observations on the role of the public relations man during labor problems and emergencies.

• A score of suggestions for building better public relations meetings and conferences are suggested by PRSA's Executive Vice President Robert L. Bliss, who has planned some, and attended many, both as spectator and participant.

• Ralph Gates, Duplan Corporation's public relations director, gives a case history on the method his company used to tell its story to the plant community by the use of a tabloid news sheet.

• Green Peyton writes on the subject of military information programs and how community interest may be served through proper coordination of all the elements in military establishment-community channels.

• Ben E. Tate, Treasurer for Senator Robert A. Taft's successful campaign, gives a complete and edifying exposition of what the forces were that made an uphill fight a downhill landslide for the Ohio senator.

• PRSA's By-Laws are reproduced in complete form in this issue, as amended at the 1950 annual meeting of the Society's Board of Directors.

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Time

NOBODY OUGHT TO BE MORE AWARE of the value of time than the members of our profession. Time is of the essence of everything we do; yet is it always used wisely?

One of the most delightful commentaries in all literature on time and its values is contained in the letter Seneca, the philosopher, wrote to a young friend about A.D. 50.

"There is nothing," he wrote, "that we may call our own, but Time. All other things are foreign to us; Nature has put us in possession of this one fleeting transitory boon, which anyone deprives us of at pleasure. And so great is the folly of mortals, that when they have obtained things of the lowest value, mere trifles, at least such as are payable again, they suffer them to be set down to their account, but no one thinks himself indebted who hath borrowed Time. Yet Time is the only thing that a grateful heart cannot repay."

Try that one on your next unexpected office visitor! Maybe it would work, at that.

The Rising Communist Tide, U.S.A.

IF YOU DROP A FROG into hot water, he will jump out with haste, and doubtless eye you with fitting disapproval. But if you put him in cool water, and gradually heat the water, some say he can almost be cooked before he notices how hot things are getting.

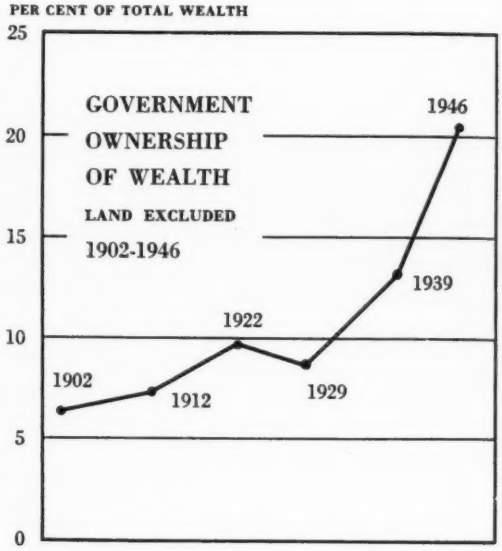
In the matter of creeping socialism or communism, we Americans apparently are a good deal like the unreactive frog. Plunged into communism hot, as in Russia, most of us would try to get out. But though in the United States the water grows steadily warmer, few seem really aware of the extent to which we have already become a socialist, or communist, nation.

The Foundation for Economic Education, Inc., an enlightened viewer of the economic scene, recently defined socialism as "governmental *ownership* or *control* of the means of production," and pointed out that communism, in this and most other respects, is the same thing as socialism. (Marx, by his own definition, was a socialist. Russia, after the communist revolution, called itself the Union of Soviet *Socialist* Republics.)

So—how far have we gone to date along the road to socialism-communism in the United States, as measured by the extent to which government now *owns* or *controls* the means of production?

Here's a chart of government *ownership* in the United States, as prepared by the Foundation, from data in "Studies in Income and Wealth," Vol. 12, National Bureau of Economic Research, 1950:

GOVERNMENT **Ownership** IN U.S.A.



As to government *control,* the U. S. Department of Commerce itself says, in *Small Business and Government Licenses,* 1950: "Practically every business, large or small, is affected by some form of governmental licensing control. A license is a permit or authorization to engage in some business or activity."

We resist the spread of communism—abroad—with energy, manpower, speeches, generals, agreements, blood and money. And, at home we're getting to be pretty hot frogs, ourselves! Do we win this fight with communism in Europe and Asia, only to lose it in Washington?

•

A PUBLIC RELATIONS MAN should be continually searching for a better way, and always sure he hasn't found it yet.

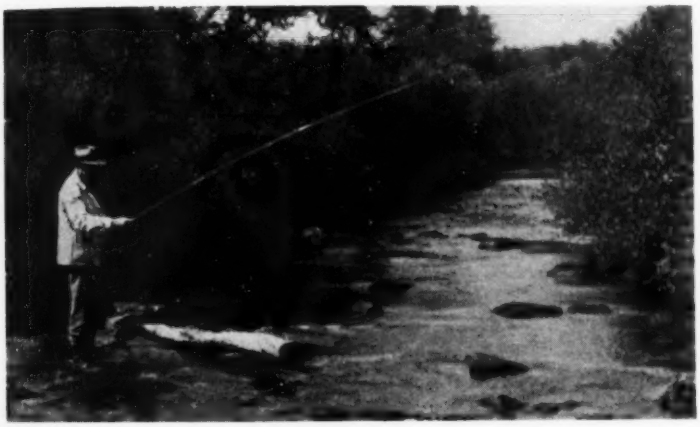
•

THE PUBLIC RELATIONS MAN who is satisfied with the job he is doing should be fired.

Concerning PR and the labor question

"... Smart PR leadership can provide the guiding force ... It can go even further by getting policies defined and attitudes established where none existed before ..."

By Martin Dodge
Dodge & Mugridge



When the editor asked Martin Dodge for a photo and biographical sketch to go with his article, he sent this picture of himself trout fishing in Northern Quebec, explaining that one of the best ways to study complicated human relations problems is occasionally to get entirely away from them.

IT IS EASIER TO BREAK STICKS one at a time than in a fagot. The truth of this ancient parable has occasionally led to the taking apart of things that are better left intact. Labor public relations is a case in point. Separating the elements of this complicated problem in order to dispose of them one at a time simply does violence to a matter that is not properly divisible.

When the question is put, what should the PR man do in case of a strike, it is necessary to ask, what did he do before? Public relations is not something that can be applied to labor trouble, or withheld, because labor trouble *is* public relations. Unless the PR man has seen this in advance and recognized in practice the integral character of labor and public relations, then he should probably stay away from the strike.

The notion prevails here and there that that part of the public that constitutes the working force is a peculiar lot, usually catalogued as Labor. The most peculiar thing about Labor is that it is the most numerous segment of the population, and therefore in many ways the most important. There is hardly an industry in which the hourly workers do not outnumber all others put together. That they are hourly workers does not make them any less human beings.

What makes the difference is that they are being dealt with at the livelihood level. At this wave-band of people's activities, they are sensitive and touchy. More important, they have come to be subject to elaborate procedures, not to say a dash of abracadabra, introduced by the industrial relations department, plus a measure of the same contributed by the union.

Unless the public relations man is familiar with all this—most of which is necessary and legitimate—he will probably not know what help to offer to the employee and industrial relations departments, or what advice to give, in the event of a strike, or otherwise.

This assumes that such help and advice are welcome, which usually they are not. Labor and industrial relations men ordinarily say, when approached on these matters, "it's too early for a publicity statement," or "publicity will ruin our negotiations," indicating thereby that their conception of public relations is publicity, period. The capacity of the PR man to help is indicated similarly by his conception of industrial relations as placement. Both views are so much at variance with the facts that the usefulness of either of these groups to the other may be only fractional.

We in public relations put great emphasis upon activating people through words, but before anything happens the words must be understood. Last year in New York, under the auspices of the local PRSA Chapter, a Labor-Management Workshop held three meetings of several hours each, attended by prominent PR and industrial relations representatives. The one conclusion on which the participants most nearly agreed at the end of these meetings was that neither group understood what the other was talking about.

Consider that finding against the fact that no important labor problem is without public relations impact, and there is no more important aspect of public relations than that concerned with labor. And is it any wonder that management sometimes displays lack of understanding of human relations when the two departments of management that should be most concerned with this problem do not even understand each other.

The burden for improving this situation should be assumed by the PR man. He is newer in the picture and needs to explain himself. (When PRSA was born, the American Management Association already had 15,000 members and decades of successful experience behind it.) To the industrial relations man who is willing to concede that there is something more to public relations than publicity, the matter is still largely without form and void. He thinks that public relations operates in another part of the forest. He little realizes that PR can be the good right arm of labor relations, and that with its aid he can move to higher ground.

A strike may accidently provide opportunity for closing this gap, but much better is the setting in motion of forces

that will more surely promote understanding between public and labor relations, and at the same time promote better employee relationships and reduce the cause of strikes. Let the PR man for instance direct his program to turning all employees into good PR agents, which they potentially are, then he automatically creates better workmen. For no workman can brag about his company and his job without this infection showing up in the way he does his job. And if he can't be made to brag about those things, then the PR man will have brought to light what needs to be changed so that some bragging can be done. This may not be the best way for Public Relations to endear itself to Personnel, but it will get respect. For the more painful the revelations, the more convincing the evidence that PR is at least capable of the concrete.

The public is a large body

George Moskowitz has observed that "too many companies go from a crisis to crisis basis in their industrial relations," and public relations is used to pull management's chestnuts out of the fire. Although there may be emergency functions which no one can perform as well as the PR man, certainly it is in the long range, non-crisis phase of industrial management that public relations can make its greatest contribution. The public is a large body that moves slowly most of the time. Even a community surrounding an industrial establishment takes its time in making up its mind about the industry. And although reputations are lost more quickly than they are made, one that is the product of thorough indoctrination is tenacious. When some irresponsible labor leader blows into town with the announced program of purging this plant of rotten conditions a, b, and c, which the community knows do not exist, the resulting crisis may be only the unheralded departure of the misguided labor leader.

Most sizable industries today are organized. The organized wage-earner usually gets more information from his union than from management. That is the conclusion of many impartial students. And what he gets from his union he is more likely to believe. Certainly in the area of formal communications public relations ought to help labor relations in making things clear and making them convincing. In our own experience we have aided in the preparation of an employee manual which almost alone turned a dangerously negative labor situation into a constructive and peaceful channel; and we have also prepared public advertisements which resulted in dissolving serious labor strife in a matter of days. The treatment was simple, non-combative presentation of the truth, couched in common sense and pitched at the livelihood level.

No formula has been devised, or probably ever will be, to tell when to talk and when to keep still in the event of labor difficulties. Even in particular cases, experts disagree. But the time is past when "no comment" will satisfy for long, nor is it safe to depend on the opposition to pull a boner that will remove the cause for comment. In a recent political campaign, an overambitious politician sought to advance his candidacy by stating, "I'm the best state auditor money can buy." Labor opponents don't hang themselves that easily. But sometimes they show "unfamiliarity" with the facts and a statement is necessary, if only to keep the record straight. Some who have been through the mill contend that management must tell its story publicly whenever the unions do.

The question arises as to medium—will it be a letter, a newspaper release, an advertisement, a public meeting? Perhaps it should be all of them depending upon the seriousness of the case. More important than the medium, in any event, is the content of the message and the manner of its phrasing.

But given proper timing, the correct medium and an appropriate message, the effort may still be futile. For it avails little to disseminate intelligence unless it is looked upon as genuine. If credibility does not exist it is best to hold the ammunition.

Credibility

This throws the whole question back into its truer setting. For it is only necessary to mention the subject of credibility to appreciate that the matter goes much deeper than strikes and crises. Credibility, without which effective communication is not possible, derives from faith, confidence and loyalty. And these are the product in large part of industrial relations policy. If this policy is benighted, public relations will be embarrassed. But it still does not need to be hamstrung.

A noted industrial relations authority has said that "the most that public relations can do is to aid in the acceptance of a good industrial relations program—it cannot cover up a bad program." This concept undervalues PR's stake in human relations and overlooks one important thing it can do under the circumstances—it can let it be known what a good industrial relations program is. Then a bad program may become untenable.

In the evolution of industry from the "strictly private" role of earlier days to recognition that its character is at least partly social, there is nothing more social than the ingredient of labor. This has come to a point where treating the labor program more or less publicly is not only a necessity—it is good business. No intelligent management willingly is going to expose a faulty program to the light of day. The choice lies between improving the program and enjoying the better public relations that will ensue, or trying to cover up, only to find sooner or later that the story gets out anyway with its bad public relations effect.

Unposted territory

Smart PR leadership can provide the guiding force in such a situation. It can go even further by getting policies defined and attitudes established where none existed before. In this function PR is reversing its customary role. Instead of telling the public about the company, it is interpreting to the company what people know and how they feel about the issues of human relations. It is fathoming what W. H. Ferry has referred to as "the intuitions of public policy." In this human relations age, any industry that doesn't get itself meshed into what the public expects of it is liable to find its gears grinding slowly to a halt.

Many a PR man will throw up his hands at this point and say, this is not for me, I never could get my company to countenance such goings on by the PR director. To which reply must be made in the words of the late C. K. Matson, who was a PR director when he said, "I find that I can afford to spend up to 75% of my time, if necessary, to persuade my associates as to what I do in the remaining 25%." Matson would hasten to add that such a division is of course ordinarily not necessary—the PR director is too good a salesman for that. But when he begins to treat the working force of his own company as a part of the public, he will need all of his natural persuasiveness to convince some segments of management that he is not trespassing. If he is a man of fiber he will insist that the field of human relations is not posted territory. And if he is a man of perspicacity he will sidle up to the industrial relations department where, he will find, there is a lot to be learned about people. The outcome might be a lasting liaison. • •

Worn-out words

Original usefulness of words is sometimes destroyed by change in meaning—can be detected by test

By James M. Vicary
Research Consultant

Alice had not the slightest idea what Latitude was, or Longitude either, but she thought they were nice grand words to say.

Lewis Carroll
Alice's Adventures in Wonderland

WORDS WE HAVE USED SUCCESSFULLY in the past to get across our key ideas give us a feeling of security. It is comfortable to use familiar things. This very comfort can lead us to rely on a few words so frequently that we may build up subtle emotional resistances in our audience.

Take a word like *voluntary*. It has been used repeatedly in fund raising and community drives. For most of us it has good connotations. At least on the surface there is nothing wrong with this word. Below the surface it is another matter.

During the period of *voluntary rationing*, immediately after Charles Luckman left Washington, I uncovered a peculiarity about this word which leads me to suspect that many words like it, in a sense, get worn out.

At that time public opinion surveys showed only thin majorities and pluralities in favor of any of a number of proposed food rationing programs. Just about every conceivable alternative had been polled.

Key words tested

As part of an exhaustive depth study to get deeper into these issues, key words used in the rationing effort were tested by the word association method. In this test the words to be studied were read one at a time to respondents, who in turn told the investigator some other word which was immediately called to mind. The words that came to respondents' minds when they heard *voluntary* were normal and favorable. The time it took respondents to report these associated words, however, was so excessive as to indicate a strong emotional block. This finding was a vital clue.

Looking back at that time over the wealth of poll data available, it appeared that the use of *voluntary* in questions may have depressed the size of favorable votes on some issues. By eliminating this word and substituting the term *honor system*, in a specially concocted question, we subsequently obtained a three-quarter majority vote in favor of a particular rationing program. Fresh words, admittedly with a slightly different meaning, removed a serious block to the investigation of a vital issue.

It has gradually become evident to me that *voluntary* has been used too frequently to sugar-coat programs which are far from voluntary. Certainly there are few really voluntary relationships between the average citizen and the Federal Government. Even so minor an instance as a social gathering, where a *volunteer* is asked for to do a menial task or provide some entertainment, the situation is not entirely voluntary for those who are on the receiving end of the appeal. Somebody must come forward from a limited group in this case and everyone in the room is on edge until this happens.

This kind of usage must eventually destroy the original usefulness of such words. This happens in so subtle a way that it requires very indirect methods to measure this effect. Other words like *cooperation, security, new, improved, milder* and *easy payments* may have already become worn out in this sense and similarly can be detected by free association tests.

Rather than having a history of subtle hypocrisy, perhaps, they may have been required to carry too great a load of meaning or have come to mean different things to different people.

The corrective may not always be as simple as substituting another term like *honor system* for voluntary. Indeed, such substitutes may themselves get worn out or very soon acquire buried negative associations if improperly used on an extensive basis. Probably the most serious problems in advertising and public relations require much more than mere word doctoring. Even so, the refined detection methods now available to business researchers should go a long way in guaranteeing that the words we use have not already become worn out. • •

James M. Vicary is a market and opinion research consultant with offices in New York. Originally scheduled to appear on the program of the PRSA Third Annual Public Relations Conference held in New York last December, Mr. Vicary had to cancel his appearance due to business commitments. As an alternative, he has prepared this article especially for JOURNAL readers feeling that the illustrative material has suddenly become more timely with the advent of voluntary controls.

Let's plan a PR conference!

By Robert L. Bliss

Executive vice president

Public Relations Society of America

GOOD MEETINGS don't just happen. Any more than in retrospect a Broadway hit or a best-seller novel "just growed," like Topsy.

Based on some conclusions drawn from observing, planning, participating in and attending some good and bad meetings, the writer humbly submits that some of the major ingredients of the *good* ones include: preliminary research as to audience interest in program content; good speakers who can speak (not inarticulate men with impressive labels); a rigid timetable; audience participation and discussion; change of pace; a sense of showmanship and timing; good lighting, ventilation and acoustics; audience comfort as "sitters"; unhackneyed menus; good press accommodations; too few—rather than too many—speakers; and a critical post mortem to see how a repeat performance can be improved.

We've all sponsored some busts. Every meeting can't be a winner. But, just as the practice of public relations is a constant learning process, we can pick pointers from every meeting we attend, whether as spectator or participant. No one has a hammerlock on all the good meeting ideas yet.

So, let's get on with a few suggestions gleaned from some past exposure at PR and PRSA conferences. Some were run by PRSA chapters, some by educational institutions, some by foundations, some by trade associations and some co-sponsored by two or more such groups. Most were good meetings; some left something to be desired in missed opportunities.

1. What are you going to call your meeting—a public relations seminar, workshop, clinic, conference? Depending on the audience and how technical the discussions will be, the title can say much, or little. If it is a general meeting where management men will sit down with public relations people and discuss common problems, "conference" seems to be most accepted. "Seminar" may scare people away as sounding too erudite. "Workshops" and "clinics" usually imply small working groups that plan to dissect one portion of a program problem—say, an annual report production job—and go into technical detail which limits its appeal to specialists.

2. Assuming it's a general public relations conference—let's say, co-sponsored by the chapter with a local educational institution or business group—what should the program content embrace? What do your prospective attendants (or, as some call them, discussants) want to hear about, talk about, and learn about? Pre-conference sampling by questionnaire will save boredom later. Stockholder relations may not be a burning question in your neck of the woods, although you know personally the man who is the last word on the subject. Local interest, adapting some portion of one session's discussion to a public relations problem that plagues the local community, can kindle conference enthusiasm and audience participation, giving the discussion practical application.

3. More and more public relations conferences seem to have less and less use for "speechmaking." But case histories based on fact (not puffs), actual experiences related by the man who worked with the problems—frank discussion that invites audience questions—make for program interest. The big man with the big title who talks in general terms of home and mother and enterprise has no place on the program. Nor has the man with something to sell, unless he performs a needed service that can help all his listeners.

4. The tendency is to have too many speakers. Time then runs out toward the end of the day. Introductions are cut, good speakers are crowded to an embarrassing minimum, feelings are hurt, audience question periods vanish in smoke. Result: a frustrated retreat to the post-conference "reception," with a hope that things can be smoothed over by the refreshment fumes of good fellowship.

5. It's best to have a spare speaker prepared who, as a "friend of the family," can step in for the missing participant whose train is late. But have the substitute prepare himself—don't let him ruminate.

6. When first approaching your speaker, be frank in the invitation letter regarding your policy on fees, hotel and travel expenses. Brief him on train and

"If you are to have panel or forum discussion . . . allow plenty of opportunity for the audience to get into the act."

"Give your main speakers room, and congenial eating conditions."

"Start on time and keep on time. By pre-arranged signals let each speaker know when he is 5 minutes before 'time-up,' and when he is finished."

plane accommodations. Tell him if any events require formal dress. Tell him when he is to speak and how long. When your speaker arrives, have him met, see that his hotel room is in order, tell him your plans for his stay, and give him time to get oriented, freshened up and cleared away—by *himself*. See that someone is assigned to look after him when he is not personally engaged on his own business or active in the conference. Don't leave him on his own, unattended, unless he wishes it so.

7. Get copies of speeches in advance. If the speaker will speak from "notes, outline" or, heaven help us, "experience," get a four or five paragraph statement of the substance of what he will say and obtain his permission to release that in advance. If the full speech material runs long, prepare a digest also for press use, to be furnished along with complete text. Your editors will love you for it.

8. If two speakers are to cover branches of a subject, be sure they don't both elaborate on the common base, duplicating each other's material and wearing out the audience. All speakers should be gotten together in advance of the meeting for a briefing on program timing, subject range, audience question periods, rest breaks, etc.

9. A press book, containing speakers' texts, pictures, biographies, some background material on the conference sponsoring group, and other data pertinent to the event, is most helpful. One PRSA chapter published a complete report after its meeting which was distributed to increase interest while the successful meeting was still a community discussion highlight. Such reports don't need to be expensive productions—and a stenotype record isn't necessary, unless some important verbatim report is needed on "must" discussion which was extemporaneous. Stenotyping can be expensive for an 8-speaker, full-day event.

10. If you are to have panel or forum discussion by a group seated on the dais, be sure the participants have at least one dry-run session together to set the target, develop the areas of discussion, balance the production for full participation (not a one-sided, scene-stealing show), time themselves, and allow plenty of opportunity for the audience to get into the act. The spectators love it, and will go away feeling cheated if the chairman, looking at his watch, says, "Well, I see we've overrun our time listening to this interesting discussion by our 'experts' so we'll have to eliminate the audience questions . . . but you can come up after the meeting," etc. Have microphones spaced on the panel speakers' table for easy discussion access, not more than two speakers per mike.

11. On audience participation, watch for the man who wants to make a speech from the floor. A soap-boxer can spoil the show. Time him out.

12. Have a press table where the reporters can see and hear well—up front. See what they need in pencils, pictures, papers, speech digests and transcripts. Arrange for press photographers to get the pictures they want, quickly and easily.

13. Don't forget that conference and "speakers-in-action" pictures are often newsworthy in trade and general press. Arrange to have your own representative shots taken.

14. Be sure the public address systems and lights are in order. Be sure of plenty of cold, drinking water on the dais (you'd be surprised how often it's overlooked). Check on the heating; unusual adjacent construction noises that may hinder hearing. Watch ventilation, and check constantly for too much cigarette smoke—it's tough to talk against.

15. Your printed program may well include several blank pages in the back providing space for audience and speakers to make notes.

16. Start on time and keep on time.

17. By pre-arranged signals, let each speaker know when he is five minutes before "time up," and when he is finished. This can be explained to all speakers at the pre-meeting warm-up session. Make a game of it—they'll go for it!

18. Have a mid-morning break for audience comfort. If the afternoon session runs long, ditto.

19. Long-winded introductions bore everyone, including the speaker. Keep the introductory jokes to a minimum. A friendly introduction does the job in good humor. There's always the chance

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The writer claims to have eaten during 1950 more PR conference luncheon carrots and peas, with lemon meringue pie desserts, than any other Society member. Whether or not this record stands, or is laudable, his position as the administrative head of the Society, and PRSA's representative at scores of such meetings across the country, ably qualifies him to speak out with a check list of suggestions for making our meetings better—both as to mechanics, and program content.

Art and public relations

The story of how one company has added longevity to its advertising art

By Wilfrid Hibbert

Press relations manager
Libbey-Owens-Ford Glass Company

RECENTLY in selecting the artist and purchasing the art work for a special advertising series of four-color full-page copy on the use of polished plate glass in fine homes, mirrors and furniture of a few decades ago, James M. Ashley, director of public relations of Libbey-Owens-Ford Glass Company, wondered whether some sort of longevity couldn't be given to the advertising art.

The full pages of color, plus a separate quarter-page of text, ran in the *Saturday Evening Post* and *Better Homes & Gardens* in the latter part of 1949, coinciding with the 50th anniversary of the Rossford factory, oldest and largest in the Libbey-Owens-Ford family of plants.

Mr. Ashley conceived the idea of comparing five of these selected paintings with five of the artist's fine arts work—paintings done in the same medium but when the artist was free of any instructions, time schedule, deadlines, or anything of the sort.

The next step was to produce these paintings in a fine portfolio, without any suggestion of advertising, and furnish them to art teachers throughout the nation. It seemed at first a round-about way to build sales for plate glass but possibly it would carry out the original intent of the campaign, and keep the pictures alive for several years.

That's just what happened. More than 7,000 art teachers all over the United States have received copies of the portfolio. They are using them in their classes to stimulate interest among their young students of painting in the relationship between fine arts work and commercial art.

Hundreds of letters have been received by Libbey-Owens-Ford from art teachers, supervisors, and heads of schools expressing appreciation for the teaching materials and emphasizing the use to which they may be put in telling the story of "art in the schools" to parents, fellow teachers and students. Many teachers spoke of the dearth of such material for classroom use.

The pictures have been framed by many teachers, essays have been written on them, and some art teachers have routed them into American history and literature classes for realistic pictorial material connected with early American life.

The paintings are all the work of Joseph W. Jicha, a Cleveland artist, who graciously permitted the representatives of Libbey-Owens-Ford to select appropriate fine arts paintings for reproduction and use in the portfolio.

Along with the portfolio went a booklet which discussed the water color technique in general, provided a descriptive article on each of the individual paintings stressing certain comparative features between commercial and fine arts examples, and a sketch of the artist.

"Her Treasure Shattered" — from the Libbey-Owens-Ford series

A foreword to the booklet was furnished by Blake-More Godwin, director of the Toledo Museum of Art, who commended the portfolio and the pictures "to teachers, parents, and students as an excellent means to show the effect of creative art on commercial work and prove the useful, everyday part that art plays in our lives."

Mr. Godwin stressed the fact that Edward Drummond Libbey, founder of the Toledo Museum of Art, and his own predecessor, the late George W. Stevens, first director of the museum, felt that "art has a very definite place in the lives of the average man, woman and child."

Paintings in the portfolio include "Saturday Morning in Kingston," a colorful study in rhythm painted in 1938 by Mr. Jicha at Kingston, Jamaica; "The Unbeatable Captain Ford," a historical picture depicting the installation of the first American-made plate glass in a retail show window in New Albany, Ind., in 1867; "Earthbound," a scene along the east Florida coast painted in 1948; "Her Treasure Shattered," which was first in the Libbey-Owens-Ford series to recreate appreciation in fine plate glass–a picture of the covered wagon days in the Ohio country, etc.

The commercial paintings are, of course, a part of the Libbey-Owens-Ford full-page color presentation made to recreate for a modern generation the part which polished plate glass played in contributing to fine living of a past generation, and emphasize how abundant and easy it is to have plate glass in homes, furniture and motor cars today. ● ●

Wilfrid Hibbert, press relations manager of Libbey-Owens-Ford Glass Company, is a former business reporter and city editor of *The Toledo Times*. He is a veteran of World Wars I and II, and has been with the glass company since his return from China late in 1945. A trustee of the Toledo Public Library, member of the Toledo-Lucas County Port Commission, member of the executive committee of the Toledo Safety Council, trustee of Toledo Better Business Bureau, Hibbert devotes considerable time to civic and community matters.

Community infiltration by tabloid

Duplan Corporation distributed 150,000 tabloids to create company personality—results tested

By Ralph Gates
The Duplan Corporation

IT IS ALWAYS CHALLENGING to think: "If something has been done in five years, why can't it be done equally as well in three years—or two years—or in less time –if better methods are used?"

Creating a company personality in the minds of people in a community has usually required years. Yet it seemed reasonable to think there must be a way to do it faster. So, at The Duplan Corporation we made a test to see what could be done in a shorter time—one week.

When the week was over a check on townspeople in nine towns where the company had mills showed that the program had created a definite favorable impression and that many people knew things about the company they had never known before.

"Duplan Meets The Community Week" was based on one simple idea: to distribute 150,000 copies of a 4-page rotogravure picture tabloid to the residents of towns where we operate textile mills. The tabloids were to cover all parts of the towns in sufficient volume so that few people could miss seeing them.

Four of the towns were located in eastern Pennsylvania and five in Virginia, North Carolina and eastern Tennessee. Population in the towns and surrounding areas ranged from 8,000 to 120,000. Varying quantities of the tabloids were used in each town, the coverage varying from .8 person to 3.7 persons per copy. The results were roughly in proportion to the thoroughness of coverage.

We knew, of course, that the first requirement was an interesting and attractive tabloid. It had to look good enough so people would want to read it. Pictures were chosen to show action in a great variety of jobs. They were large, and were grouped under such headings as "weaving," "insurance," "research," "stockholders," "yarn throwing," "learning jobs," "perfect work," "movies."

The text headings were "Duplan is a friend of its employees," "Workers benefit from company profits," "How employees are paid," "New machines help employees," and "Executives have modern style viewpoint on business operations."

The distribution was managed by local company people, most of whom had never previously taken part in such work. They received very simple instructions, explaining: "Do this first; see these people next"; and so on through a detailed timetable.

According to our plan, distribution was to be a cooperative effort. The company was to provide the tabloids, but the merchants, bankers, gasoline station operators, churches and others in the towns were to do the actual distributing.

The key to success, of course, was to gain enthusiastic cooperation from the non-company people. For two weeks before the distribution the mill people, only a few in number, explained the plan. They arranged for Chambers of Commerce to send letters to members. They gave short explanations at Rotary, Kiwanis and other club meetings, distributing advance samples of the tabloid. They talked to managers of the larger stores and super markets, and arranged for copies to be put in every wrapped package.

Some company people hesitated about asking for distribution after church services. But when ministers and priests were approached they offered full cooperation. One remarked that less than two months before, his Bishop had asked if he cooperated with local businessmen. Now he could reply, "Yes."

On the first day of "Community Week" each distribution point received their copies, with a short note on the purpose of the project and how to distribute. Every other day the quantities were replenished, where necessary. No copies were seen in the street gutters or on sidewalks. People took them home, or stood and read them before putting them back on the pile. On the second day telephone calls began to come in from operators of mines and other manufacturing companies, asking that copies be distributed to their employees as they quit work. They wanted their workers to read this story of business.

One unexpected result was the change in factory men and women who helped arrange and supply distribution of the

Duplan tabloid even displaced traditional movie magazine in beauty shop

tabloids. It was an entirely new experience to many. As the program became more and more successful during the week, they realized that they were greatly responsible for that success. Their own enthusiasm grew and when it was over every one said they had enjoyed it, and wanted to take part in another similar program.

The principal cost of the project was $1300, for printing the 150,000 tabloids.

Throughout the entire week, one question was being asked among the people operating the plan: "Is it possible to make any measurement of results?" On the Monday following Community Week, one girl in each town was assigned to make a random choice of 100 residential telephone numbers and ask two questions. The first was "Did you get one of the brown Duplan picture tabloids last week?" If the reply was "Yes," the second question was "Did you learn anything about the company which you didn't know before?"

In all nine towns favorable replies were almost in direct proportion to the intensity of coverage. Where one folder was distributed for each 3.7 people, 16 per cent had a copy and 3 per cent said they had learned new facts about the company. But where the folders averaged slightly more than one per person, 61 per cent had the folder and 51 per cent said they had learned new information.

Later, a less extensive plan was operated in two Canadian towns where the company has mills. A tabloid, printed in French, showed pictures of Canadian people in the mills plus some information about the United States company. No telephone check was made, but casual questioning indicates that the opinions of persons in these towns have definitely improved toward the company.

It does therefore seem possible to improve community relations rapidly. However, public opinion is a continuously changing thing. It must be fed frequently. People forget, or new ideas crowd out the old. The telephone survey found the condition of public opinion on that Monday. A week later it might have been different. Certainly it is different now—several months later. But if you want or need to improve community opinion quickly it can probably be done faster than you think.

Ralph Gates has been with The Duplan Corporation (Textile) since 1945. Prior to this he was with the War Department in Washington, D. C., for three years; and he had his own public relations firm from 1938 to 1942, specializing in stockholder and employee relations. Before this time he did advertising and sales promotion for American Radiator Company, Edison General Electric Appliance Company, and Westinghouse Electric Corporation.

Correction—

In the article "Now that we have a Code—" by Homer N. Calver, in the February issue of the JOURNAL, *several lines were omitted in the carry-over from page 4 to page 17. The entire paragraph as it should read is given below:*

It could be provided that all grievances, complaints or charges arising either from without or within the profession which do not relate to a member of any established Chapter would be received directly by the national Judicial Council. This Council would be empowered to appoint temporary deputies with the advice of the regional vice presidents, looking to these deputies to assemble information for it, with the understanding that the Judicial Council would take no action of any kind until it was assured that it had collected all necessary evidence, not only from its deputies but from other sources as well. Deputies might be designated on a per case basis or for a period of time, the former probably being the preferable procedure. It is not likely that the Judicial Council, in spite of the fact that it should be able to enlist deputies of high caliber and trustworthiness, would want to make any recommendations for drastic disciplinary action until at least one member of the Judicial Council had himself made personal inquiry into the case and certainly not until the accused had had an opportunity to present his case in person to the Judicial Council. • •

PR conference

(Continued from Page 7)

that a good joke may detract from the speech which follows, becoming an obstruction rather than an embellishment.

20. If printed material is to be used by a speaker, arrange beforehand so the supply is adequate and can be quickly and quietly distributed when he requires it—as an adjunct to his speech, not as an interruption. Don't distribute it before the session opens. It will end up on the floor, or be read and rustled during earlier speeches.

21. For the luncheon, have a prearranged seating on the dais, and be sure the speakers know about it. Move them in as a covey, not as a flight.

22. Don't crowd the dais with too many notables. Give your main speakers room and congenial eating conditions. Try to devise a menu that will have some regional significance and is not "hotel-stereotyped." One of the best 1950 conference luncheons we attended was served on the shaded lawn of a University quadrangle, buffet style. It was easy, simple, informal, and added get-acquainted flavor that a sit-down affair would have prohibited.

23. Don't forget that some of the best results of your meeting will be those not of your planning: i.e., audience conversations and corridor chatter at rest breaks and during other social interludes. "Oh, *you're* Dick Lang, I've always wanted to meet you—say, how did you ever work out that community problem you had with your plant-stream pollution . . . ?" and they're off. Give them plenty of opportunities!

24. Special receptions by local business or trade groups can add to the after-hours pleasure of your speaker participants who, after all, have been *working* for you. Your guests carry away a favorable impression of your town, its people and its community interests. Don't put speakers to work calling on your chapter recalcitrants or being shown off to prospective members. And allow them time for personal matters. They'll have friends, maybe relatives, in your town.

25. Women speakers appreciate corsages, which can be modest and don't need to resemble the winner in the 8th at Santa Anita. Also, carnations or boutonnieres help identify your committee and conference officials to whom visitors may wish to make themselves known, if only to tell you afterward what a good meeting you had! • •

Public relations for the small fry

Sachs Quality Stores use puppet shows to promote good relations with the community and the younger set

By Thomas L. Cotton

Public Relations Counsel

IF YOU HOPE to have more customers ten or fifteen years from now, don't underestimate the power of the younger set. That's the opinion held by Phil Michaels, Vice President of Sachs' Quality Stores in New York. Furthermore, if you will act intelligently on this philosophy, you'll have more nieces and nephews than any other man in town.

From about Thanksgiving Day until December 15th, "Uncle Phil" has between 30,000 and 40,000 kids, ages 6 to 14 years, as his guests for a puppet show in one or the other of three Sachs' stores. They are brought to the store by their teachers who, having been told a few weeks in advance of the public service nature of the show, have made an art project of the affair in their class rooms.

There are four stores in all, but three have auditoriums seating 250 each, and for the three week period a show goes on at 9:15–10:15–11:15 A.M. and 1:15 P.M. Monday through Friday in each auditorium. The pupils who come at 11:15 A.M. can't always get back to their school for lunch so they bring it with them and Uncle Phil supplies the milk.

Show entertains and educates

The shows are both entertaining and educational. Alfred Wallace, a professional puppeteer, prepares the script, the puppets and the music recordings. Each year it is a new show. For example, here are a few titles: Goober's Christmas Party (Religious Tolerance, 1947); Pedro and Susan (Racial Tolerance, 1948); Pedro and Mrs. Grunch (Playgrounds for children, 1949); the U. N. Fiesta (The U. N. and neighborliness, 1950).

In addition to Susan and Pedro, there are usually among the characters, the Commodore, a salty old traveler, plus Butch, the cat, and Frank, the dog. In U. N. Fiesta, the Commodore tells of his travels and shows how games are played in various countries. Butch, the cat, and Frank, the dog, put over the educational message and make it stick because they are always an unexpected source of foolish questions which really lead to wisdom. Cats and dogs usually fight and when kids see them cooperating to prepare for the fiesta, they learn a basic U. N. principle.

Audience participation

There are three songs in the U. N. show.* The words to these songs are in large letters on panels in the auditorium, so the kids join heartily with the cat and the dog who sing "I Want to Love in a Friendly World—That's Kind to Folks Like Me." The kids love the Mexican hat dance and really cook on the front burner when they hit the "Round the World Polka" with all stops pulled.

To wind up the show, Uncle Phil comes in and wishes every kid a Merry Christmas and a Happy New Year.

The walls of the auditorium are plastered with thank you letters and amateur art, scenes from the show drawn and colored by the kids and sent to Uncle Phil. As you read these letters, you can see how well the puppets have put across the idea that U. N. stands for neighborliness.

Popular puppets and puppeteer

Here is a sample letter from a sixth grader.

> Dear Uncle Phil,
>
> Thank you so much for your lovely puppet show. I don't have to tell you how much we enjoyed it because I am sure you know this yourself.
>
> We just love the songs. When we sing them, we forget there are different colors and religions among people. We feel we are just one great big family and our teacher tells us there aren't any two people exactly alike in any family, but that doesn't prevent them from being brothers and sisters and well loved.
>
> We loved the songs but can't remember all the words. Could you please send us the words? Thank you. The songs we would like to sing are "Friendship" and "I Want to Live in a Friendly World."
>
> Thank you again for the wonderful time!
>
> Your little friend,
> Peter Ayala

Uncle Phil has thousands of letters like this, and he answers everyone with a Christmas card from the store addressed to his niece or nephew and signed "Uncle Phil."

Machinery and costs

Now about machinery and costs. Early in November each year, Sachs' Community Relations Department sends a letter to the school Principals in Manhattan and the Bronx with a double detachable post card for each teacher enclosed. The Principal distributes these cards to the teachers so that reservations for the show can be made. The 1950 card read as follows:

> Dear Teacher:
>
> As in previous years, we cordially invite you and your class to be our guests during our 6th annual series of pre-Christmas puppet shows. These shows have become a community tradition. Last year more than 30,000 children and their teachers attended. So that we may arrange your reserva-

(Continued on Page 14)

*(The songs are from "Little Songs About the U.N." published by Argosy Music Corp., 1650 Broadway, New York.)

Armed forces work together in San Antonio

Most concentrated military region in U. S. forms Public Information Council to further cooperation among armed forces

By Green Peyton

Member, public information staff
Kelly Air Force Base

INTO THE PUBLIC INFORMATION OFFICE at Randolph Air Force Base, near San Antonio, Texas, walked a sharp-featured little man one day last winter.

"I'm from a Federal organization," he said, naming a government agency which is not essential to this story. "We're putting on a campaign, and we'd like the military to coöperate with us. Kelly Air Force Base has promised us a couple of bombers and a trailer exhibit. Lackland Air Force Base is giving us a band. The Fourth Army is putting a searchlight at our disposal. Now, what can you people do?"

"I tell you what," said the PIO, "I'll call a meeting of the San Antonio Public Information Council. It was formed to handle just such things as this. We'll get together and see just what each military outfit around San Antonio can do about your project."

The meeting was forthwith called. When the representatives from Kelly, Lackland, and the Fourth Army were questioned, it turned out that they had made no promises at all to the promoter. To each base in turn he had made the same proposition, quoting the generous backing which the others had supposedly offered. He was playing the public relations men against each other, knowing that they would want to contribute whatever they could to any worthy civilian cause.

In this particular case they ended by doing very little. To have given the shrewd organizer what he wanted would have cost the American taxpayer many thousands of dollars, putting on a show that would have raised a few thousands at most. Moreover, the cause was one which did not fit directly into the aim of military public relations, which is to inform the ordinary citizen of the condition of his fighting services. But the incident demonstrates one way in which the Armed Forces Public Information Council operates in the San Antonio area, assisting public relations officers to coördinate their own work and their approach to the civilian public.

San Antonio is the most concentrated military region in the United States. It has virtually no civilian industries of any size. But it has fourteen separate Army and Air Force organizations—not counting such groups as the Marine recruiting office or the Naval Reserve training center—each with its own public information office. Altogether there are forty-three military and civilian representatives of these organizations on the Council, and a number of other information specialists are not members.

Many military activities in area

Military activities in this area include, for example, the huge air supply and maintenance depot at Kelly Air Force Base, with close to 16,000 employees, mostly civilian clerks and mechanics. They include the continental headquarters of the far-flung Military Air Transport Service, also based at Kelly, and the air reception center at neighboring Lackland AFB, where all men inducted in the Air Force are classified and assigned for training. There is the Fourth Army, with headquarters at Fort Sam Houston, which also shelters the big Brooke Army Medical Center. At Randolph AFB is the School of Aviation Medicine, in addition to the basic flight school for air cadets.

Before the Public Information Council was formed, these offices were forced to operate on a more or less competitive basis in telling the press and the public about their activities. Civic groups like the Chamber of Commerce had fourteen different agencies to deal with when they wanted the help of the military on community projects. The various people—including civilians—who were engaged in public relations for the Armed Forces rarely met, and so had little opportunity to talk about their methods and techniques.

The Council was an offshoot of a committee set up by the various Air Force units in San Antonio to celebrate Air Force Day in the fall of 1948. It started solely as an Air Force group. Right after that the unification program got under way, and the Council was enlarged to include representation from all Armed Forces activities. Its current chairman is an Army man—Captain Charles C. Weesner, PIO of the Brooke Army Medical Center and one of its most active members from the start. A San Franciscan who was educated at Stanford University, Captain Weesner once handled public relations for the California Tennis Association, before he joined the Army. The advisory board of the Council contains officers of all three military branches.

The man whose idea was responsible for the Council in the first place is a thirty-three-year-old Air Force veteran from Massachusetts, Captain Russell D. Webb, whose civilian occupation before the War was public relations. A grad-

Virginia-born Green Peyton (Wertenbaker) started as a young Richmond reporter, and later became a *Fortune* Magazine editor in 1933. In 1941 he headed Time Inc.'s Southwest News Bureau at San Antonio. After a tour of naval duty in Air Combat Intelligence in the Southwest Pacific he returned to San Antonio and free lance writing. Besides numerous magazine articles he is the author of six books, one of which, *America's Heartland: The Southwest*, earned him a Rockefeller Foundation Fellowship. He joined the public information staff at Kelly Air Force Base after the Korean War outbreak.

uate of the University of Illinois, Webb did public relations work in New England until he joined the Air Force and became an aerial navigator. He served with the Air Transport Command (predecessor to MATS) in Africa, India, Europe, and the Pacific, winning the Air Medal. In Africa he was assigned to additional duty as a public relations officer.

After the War, Captain Webb attended the Air Force's Public Relations School at Selma, Alabama. Following his graduation he taught there for a year, before he was sent to Kelly as PIO of the San Antonio Air Materiel Area. Few military men are so well grounded in public relations as this young Air Force officer. It was natural that he would try to foster the aims of the profession among public relations men in San Antonio.

In charge of the Air Force Day celebration two years ago was a civilian aide of Captain Webb, Joseph W. Draper, Jr., a former San Antonio newspaperman and Air Force bombardier, who is now in the MATS office of public information. The show was a spectacular success, both as a public event and as an example of close coöperation among the public relations men who worked together on it. It drew a hundred thousand spectators, a record attendance in the Southwest for a single day, and the third largest audience in the nation for the Air Force celebration.

On Captain Webb's suggestion, the committee was set up as a permanent organization and rechristened the Public Information Council. The Council's objectives are to promote understanding of the basic principles of sound public relations in the Armed Forces in San Antonio; to advance public confidence in the Armed Forces through practice of those principles; and to further coöperation among the public information offices in the area on matters of mutual interest.

The members meet once a month to transact routine business, at a luncheon which rotates around the various posts. Among the minor achievements of which the Council is proud is the fact that at these luncheons enlisted members have been invited to the officers' mess. As a part of the program to increase military and civilian understanding, they also bring together as guests San Antonio newspapermen and radio broadcasters, civic leaders, and commanders of the Armed Forces in the area.

A prime instance of the way the Council operates was the recent celebration of San Antonio's 100th year as an American military establishment. Though not an elaborate spectacle of the kind the Armed Forces have put on in the past for such San Antonio festivals as the annual Fiesta de San Jacinto, it was important as a recognition of the mutual dependence of the Texas city and its military bases on each other.

Mayor Jack White of San Antonio, Texas, is shown entrusting a scroll signed by 30,000 San Antonio citizens, congratulating General Douglas MacArthur on his victories in Korea, to Captain Otis Skubal, the Military Air Transport Service pilot who recently flew the scroll to Tokyo for presentation to the United Nations commander. The ceremony was arranged by the San Antonio Public Information Council as part of the celebration of the city's 100th year as an American military depot. Beside Captain Skubal is General Jonathan M. Wainwright. To the right of the Mayor is Lieutenant General William H. Simpson.

The two-day celebration was sponsored by the Chamber of Commerce. A phone call from the Chamber's military committee chairman to the head of the Council was sufficient to start the wheels of coöperation turning. A formal military ball was given at the Gunter Hotel, on the site of San Antonio's first Army depot. Representative soldiers and airmen were chosen to take part in the festivities.

A scroll containing 30,000 signatures of San Antonio citizens was made up, congratulating General Douglas MacArthur—who went to school in San Antonio—on his victories in Korea. General Jonathan M. Wainwright, the hero of Corregidor, intrusted the scroll to a MATS pilot, who carried it on a flight to Tokyo and presented it to General MacArthur.

Simple as these ceremonies were, before the Council was organized it would have taken weeks of negotiation between the Chamber and a dozen military offices to make all the arrangements. The Council was able to coördinate the whole affair without delay or confusion.

Coöperation of this kind between military and civilian agencies is a necessity in San Antonio, where so much of the city's life revolves around the Armed Forces, to prevent conflicts and misunderstandings. It also simplifies the public information specialist's relations with his associates at neighboring military stations. The Council has been especially effective as a means of implementing the unification policy of the Armed services. Where such a coördinating group exists, there is far less competition for public approval between rival military arms.

The San Antonio Council, as an experiment in collaboration among civilians and the Armed Forces on their public relations, has proved its value. In the words of Major General Edward A. Noyes, commanding the Brooke Army Medical Center, and a recent luncheon guest of the Council:

"This organization is performing a signal service, not only in forging a closer harmony among the Armed Forces, but also by cementing good feeling between civilian and military officials in San Antonio. The Council has set an example that should be followed wherever civic groups and military units work together in a common cause. • •

Public relations for the small fry

(Continued from Page 11)

tion this year well in advance, will you please fill out, detach and mail the card below? (no postage needed).

Thank you for your cooperation.

The return card has blanks for three choices of days and hours when the teacher's class wants to attend. When these cards come in, the schedule is made up for the three-week period.

The cost per store for four shows a day, five days a week for three weeks or sixty shows in all does not exceed a thousand dollars. If like Sachs, you have three stores, you can, through this simple process, cement the friendship of some 40,000 kids for the price of one page metropolitan press insertion. In addition, it is a sure-shot good-will builder with teachers and parents.

Community-relations-wise, such a program is almost limitless. The public service themes of the shows serve a real need which civic, social, religious and educational agencies in the community appreciate. In a way, every child represents a to-and-from channel of communication with a family in the community, a value impossible to estimate. • •

The Taft Campaign

"Editor
PUBLIC RELATIONS JOURNAL
525 Lexington Ave.
New York 17, N. Y.

Dear Sir:

I happened to see a copy of the January issue of the PUBLIC RELATIONS JOURNAL which contained an article by Harold K. Schellenger entitled 'Why Taft Won in Ohio.'

The Ohio Senatorial Race in 1950 was the most hotly contested political campaign on a statewide level that this country has ever seen. Arrayed against Senator Taft were the combined strength of the CIO, the AF of L, the Railroad Brotherhoods, the Machinists, and numerous other big independent unions as well as the Democratic organization in Ohio and the National Administration in Washington, to name but a few. That Senator Taft was able to win in the face of this overwhelming opposition—and win by a record breaking majority of 430,000 votes—shows what a mighty effort Senator Taft and hundreds of thousands of volunteer workers must have put on.

The article in question implies that Senator Taft won through the efforts of a committee called The Ohio Voters. To credit one small committee with an extremely narrow and limited program employing a small staff of four people and two part-time people with so stupendous a victory in which hundreds of thousands participated is palpably absurd and naive. Furthermore, it is unfair to the several hundred other committees organized on a county and state-wide basis which worked so effectively for Senator Taft.

In answer to the question posed by the article 'Why Taft Won in Ohio' I would say first of all that he won because of his own mighty effort. He made 873 speeches and spoke 147 times on the radio; he toured 334 plants; he spoke personally with 750,000 persons; he conducted a most aggressive and far-reaching organizing effort and he put on a tremendous public education drive with Lou Guylay* in charge, utilizing the newspapers, magazines, radio, television, billboards, printed literature, etc. Helping the Senator was a complete Taft organization and the regular Republican State Central Committee headed by Ray Bliss which did a thorough job of reorganizing and revitalizing the Republican Party in Ohio. But it was the Taft for Senate Committee, headed by Willis Gradison, which organized in each of the 88 counties in the state a county committee composed of Taft volunteers and put on the most thorough campaign over two years that was ever seen. In addition to the county committees, the Taft for Senate Committee organized statewide committees of physicians, pharmacists, nurses, farmers, veterans, educators, undertakers, insurance men, accountants, women, and others too numerous to mention. Gene Carr's Labor-League-for-Taft did an outstanding job throughout the state, as did the young Republicans, the Ohio Committee of Independent Voters headed by Dr. William Stevenson, president of Oberlin College, and a very powerful Farm Committee organized in each of the 88 counties. The Women's Brigade for Taft had 45,000 members. Charles R. Hook as Chairman of the Ohio Republican Finance Committee did a magnificent job. This Committee operated a committee in each of the 88 counties. The State Central Committee, headed by Ray Bliss, could not have functioned without Mr. Hook's committee. Membership in the other committees totalled hundreds of thousands of active volunteers all working for Senator Taft's re-election. The daily and weekly newspapers supported the Senator enthusiastically.

The Ohio Voters was one of several hundred committees which had a part in the over-all victory and we of the Taft organization, as well as the rest of the Ohio electorate, appreciate the work they did. I was particularly happy to see that this committee could continue its work through Election Day because halfway through its program it was on the verge of collapse for lack of finances.

The story of the great Ohio victory is an important one and should be recorded in its entirety. But it is a gross injustice to contend that one small group was responsible for the big victory in which so many played a part. These Taft volunteers worked hard and long without any hope for recognition or reward beyond the knowledge that they were doing a job for their country and their future.

BEN E. TATE
Treasurer for
Robert A. Taft Campaign"

*Lou Guylay—(L. Richard Guylay, PRSA member who is a partner in the New York public relations firm of L. Richard Guylay & Associates.)

HOW WE DID IT

The Robert Metrick Company, builders, dramatize opening day for new air-conditioned apartments

By Jesse Gordon
Jesse Gordon & Associates

NOT LONG AGO our client the Robert Metrick Company, builders on Long Island, announced the opening day for applications to its new air-conditioned apartments. We expected huge crowds to come flocking to the scene. It is difficult trying to find some angle to symbolize pictorially such a situation. We wanted to show the public realizing the values offered by the Metrick firm. But how?

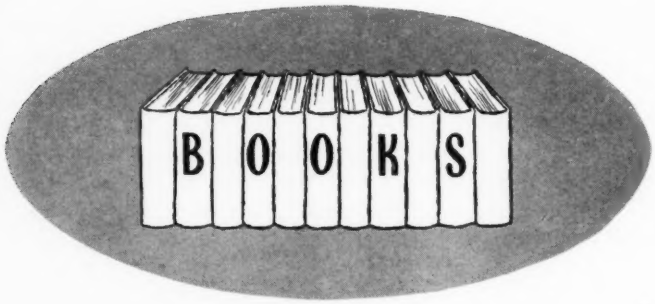
Merely showing long lines of prospective tenants filing applications was not in itself news. The fact that the Metrick firm was the first building concern to offer air-conditioned rooms in low-priced rentals *was* news, but how to dramatize it?

We arranged for the Armored Carrier Corporation to pick up the sacks of cash from the tenants' deposits for the day. This would convey the idea of a box office success for the builder better than long lines of standing people.

Youngster with gun saves the day!

While the photographer, Sam Falk, was shooting the picture we noticed a youngster on the fringe watching the activity. Soon we had this aggregate scene which was picked up by International News Photo and hit *Newsweek* with client mentioned in the cut-lines. The *N. Y. World-Telegram & Sun* gave the picture four columns. Later, it was selected from more than 50,000 pictures as a prize winner in the *Popular Photography* contest! • •

Popular Photography contest prize winner



EDUCATIONAL PUBLICITY

Reviewed by Richard C. Lee, Director, Yale University News Bureau.

EDUCATIONAL PUBLICITY, by Benjamin Fine (Revised Edition), Harper & Bros., 561 pp. $6.00.

Every week, according to Benjamin Fine, Education Editor of the *New York Times*, more than 1,000 releases from schools and colleges cross his desk. Approximately 40 are used, the rest discarded.

Why do these 40 qualify? Even more, why do so many news releases go straight into the editor's waste basket? The nation's best known education editor answers these and other questions in *Educational Publicity*.

The book is a complete and up-to-date revision of his earlier work, and Mr. Fine covers the field as expertly as Joe DiMaggio covers center field. There is hardly a topic that isn't covered. The author begins with the fundamental "what and why" of educational publicity and closes with an inspiring chapter on the future of the profession. In between he instructs on the writing of good releases, explains the type of news wanted by newspapers and other media, advises on the organizing of a public relations office (and even the secretary is not omitted), tells what to do when the reporter arrives (and if no reporter shows up at all), and cautions on matters of policy and censorship.

Every chapter is liberally illustrated with actual examples of educational publicity. Mr. Fine has done a remarkable job in selecting releases plus other "live" material on publicity campaigns and educational policy matters.

There is no magic formula (although there are tricks) for good educational publicity, according to the author. He advises, first of all, a thorough understanding of the needs and problems of newspapers and other media, as well as (and this is equally important) of your own school.

At times his advice is admirably brief and to the point ("Be fluent with a typewriter.") At other times he will take time to spell out the smallest details, such as a section explaining why Monday is a better day than Saturday for getting news releases published in the newspapers. In an early chapter, he even takes time out to list 242 (yes, 242!) synonyms or substitutes for the overused "said."

Mr. Fine through this book has made a valuable contribution to the fields of both public relations and education. His book is what scholars love to call definitive. The experienced publicist as well as the beginner will want to read the book over and over, and keep it handy on the desk for continual reference.

AMERICAN ARTS AND SYMBOLS

Reviewed by Robert L. Bliss, Associate Editor, Public Relations Journal.

THE INDEX OF AMERICAN DESIGN, by Erwin C. Christensen. Macmillan and the National Gallery of Art (Washington). 299 pages. 378 illustrations. $15.

If public relations programs call for use of American symbols and reference to the craft and skill expressions of earlier days, such a work as this is worthy of JOURNAL mention.

For this handsome book contains ship's figureheads, axes, hitching posts, cigar store Indians—Pennsylvania Dutch, New Mexican, Shaker – the castings, carvings, weavings and colorings done by early Americans who never dreamed that these tangible expressions would someday be labelled "art."

The text supplies background to the excellent illustrations (117 in full color) which are the cream of 15,000 faithful paintings of the *Index of American Design*, housed in the National Gallery of Art. This is reportedly America's greatest collection of native design sources.

Your reference use of such a book may range from choice of a craft trademark for your industry or trade association, to stimulation of an article on American folkways for your house publication or development of a symbol for a public service movement. If so, here is the creative skill of our ancestors brought together in what bids fair to be the handsomest picture book of the year.

PHILANTHROPIC GIVING

Reviewed by Anne L. New, Director of Public Information, Girl Scouts of the United States of America.

PHILANTHROPIC GIVING, by F. Emerson Andrews. Russell Sage Foundation, 318 pp. $3.00.

Philanthropic Giving by F. Emerson Andrews is just what its introduction says it is: "an informing picture of giving" in the United States. I do not know of any other up to date book which offers such a broad survey so briefly.

Mr. Andrews traces the history of American patterns of giving and the emergence of specialized machinery such as foundations and community chests. He takes for granted that government is in the social welfare field to stay but points out where and how the field for private philanthropy is still great. In fact, his twenty suggestions on how to give indicate that personal and corporate gifts can be a bigger challenge, produce more lasting effects —and probably be more fun—than ever before.

This book will be of interest to public relations men and women in the social welfare field because it combines historical perspective with a quick look at today's situation and tomorrow's trends. Others may find it handy to have in the library but won't need it as an immediate desk reference.

Although it offers some criteria for giving, it is not a guide or a manual. It offers some ingenious and strictly legal ways of making the most of our tax laws, but it's no substitute for a good lawyer and does not pretend to be.

Mr. Andrews is a recognized authority and consultant in the field and those who do refer to his book will find well documented facts covering a wide range of topics: who gives and how much; voluntary welfare agencies; fund-raising; religious agencies; education and the arts; research; and other subjects including the philosophy of giving. The appendix contains some interesting supporting documents and there's a good index.

Public Relations Society of America, Inc.

BY-LAWS

(As adopted February 4, 1948; with amendments)

ARTICLE I. Name

The name of this non-profit organization, incorporated under the laws of the State of New York, is the Public Relations Society of America, Inc.

ARTICLE II. Object

The object of this professional society is to promote the public welfare through the advancement of the art and science of public relations.

ARTICLE III. Membership

A) **Members.** There shall be four classes of membership: Active Members, Associate Members, Sustaining Members and Project Members.

To qualify for membership in any class the applicant shall meet certain requirements of the Eligibility Committee and the Board of Directors.

To be qualified for membership in the Society, the candidate shall have a reputation for ethical conduct and integrity, and shall agree to abide by the professional standards of the Society, and shall be free of affiliation, at any and all times with any subversive organization or activity.

1. **Active Members:**

a) An individual who is of established professional standing in the field of public relations shall be eligible for election as an Active Member provided he has devoted all or a major portion of his time for a period of not less than five years to the practice of public relations on an executive level and provided he is either so engaged or is a teacher of a course or courses in public relations at the time of his election. An executive, for this purpose, is one who has supervisory responsibility over other public relations personnel or who has authority to make major decisions regarding his work.

b) On the recommendation of the Eligibility Committee, the Board of Directors may, by three-fourths vote of those present at any meeting waive the five-year requirement provided the applicant meets all other qualifications. In evaluating these other qualifications, the Committee and the Board shall take into favorable consideration such factors as educational background in public relations, a substantial record of work and achievement in fields closely related to public relations, demonstrated ability, and the potential value of the candidate to the Society. Exceptions shall be made, however, only in clearly meritorious cases and where it is believed by the Committee and the Board that postponement of election would represent an unjustified inequity and a loss to the Society.

c) An Associate Member, who subsequent to his election as an Associate Member qualifies for Active Membership may be elected an Active Member provided his application for Active Membership is approved by the Eligibility Committee.

d) An Active Member who shall leave the field of public relations practice may continue his Active Membership.

e) The right to hold office, to serve as a Director or as Chairman of a Committee of the Society or as an officer of a Chapter shall be limited to Active Members.

2. **Associate Members:**

An individual, who has devoted all or a major portion of his time to the practice of public relations for at least one year but who does not qualify for Active Membership, shall be eligible for election as an Associate Member.

3. **Sustaining Members:**

Associations, corporations or other groups may be elected to Sustaining Membership by a vote of three-fourths of the Executive Committee.

4. **Project Members:**

Associations, corporations, other groups or individuals, upon contributing to the support of a project authorized by the Board of Directors and conducted under the sponsorship of an appropriate Committee of the Society, may be elected by affirmative vote of a majority of the Excutive Committee to Project Membership. Such membership shall cease on the completion or termination of the project to which financial or other support is given or when such support ceases.

B) **Method of Election.** Application for admission as an Active or Associate Member shall be made on a form approved by the Board of Directors, and shall bear the signature of two Active Members as sponsors, each of whom shall attest to the applicant's qualifications for membership.

If the applicant is eligible for membership in any Chapter of the Society, the application shall be submitted to that Chapter. After its approval by the Board of Directors of the Chapter, it shall be sent by the Chapter Secretary to the administrative office of the Society.

If the applicant is not eligible for membership in any Chapter of the Society, the application shall be sent direct to the administrative office of the Society.

The administrative office shall submit all applications to the Eligibility Committee, and it shall be the duty of that Committee to examine each application to determine whether the applicant is elgible for the class of membership designated. Applications approved by the Eligibility Committee shall be posted to the membership in such manner as the Executive Committee, prior to voting thereon, shall prescribe.

The affirmative vote of a majority of the Executive Committee present at any meeting shall be necessary for election.

ARTICLE IV. Dues

Dues for the following calendar year shall be fixed by the newly elected Board of Directors at the Annual Meeting and shall be payable annually in advance. All members paying dues shall be entitled to receive such publications and services as may be determined from time to time by the Board of Directors. The Board shall determine the proportion of dues to be devoted to this purpose.

Members of any class whose dues are unpaid for three months or more shall be considered not in good standing and shall not be listed in the Society's Directory. Such members shall not be entitled to vote, hold office or enjoy other privileges or powers of membership. Good standing may be resumed upon the payment of all arrears and dues in advance for one year, provided, however, that the lapsed period is not greater than one year. The administrative office shall notify by registered mail all members who have been in arrears for a period of eleven months. The names of members in any class whose dues remain unpaid for one year or more shall be presented to the Board of Directors, which shall order the names of such members stricken from the membership roll, provided, however, that such members have been duly notified as hereinbefore provided in this paragraph. Members whose names have been stricken from the roll in this manner again may be admitted in the manner provided for the election of new members in the class for which they make application, provided such person or organization complies with the Eligibility requirements at the time the new application is made.

ARTICLE V. Board of Directors

The Board of Directors shall be the governing body of this Society and shall direct its affairs in such manner as shall be customary and in accordance with these By-Laws and the dictates of responsibility.

A) **Composition.** The members of the Board of Directors shall consist of the

President, the Vice-President, the several Regional Vice Presidents, the Treasurer, the Secretary, and the immediate Past President, ex officio: one member from each local Chapter duly elected by his Chapter prior to the Annual Meeting to so serve for a one-year term beginning January 1st next following; three Directors-at-large from any established geographical region to serve three-year terms; an additional Director-at-large from each geographical region for each one hundred Active Members or majority over fifty therein to serve one-year terms.

The foregoing provision for the Society's directorship shall determine the Board of Directors to be elected at the 1949 Annual Meeting of the Society. The three Directors elected from each geographical region, normally to serve for three-year terms, shall determine, by lot, which of their number shall serve for one-year, for two-year and for three-year terms. Thereafter there shall be one Director-at-large elected each year, under this clause, from each established geographical region to serve for a three-year term.

In the event that a Chapter is organized and chartered during any year, it shall elect a director in accordance with the foregoing provisions. His election shall immediately be certified to the national headquarters of the Society, by formal notice over the signatures of the President and the Secretary of such Chapter. The term of office of any Director so elected during a year shall be only for the remainder of such calendar year.

The terms of all Directors shall be defined by the calendar year, and the term of office for any Director elected at an Annual Meeting shall begin on January 1st following his election.

B) Duties. The newly elected Board of Directors shall meet immediately following their election and before the adjournment of the Annual Meeting, and shall elect officers and an Executive Committee to serve for the following calendar year beginning January 1st next succeeding, or until their successors are elected and qualify, or as otherwise provided in these By-Laws.

C) Vacancies. Vacancies on the Board of Directors occasioned by death, resignation or other reason shall be filled by appointment of the President, upon nomination by the Executive Committee in the case of Directors-at-large and upon nomination by the respective local Chapters in the case of Chapter Directors. Directors so appointed shall serve until expiration of the current calendar year, or until their successors shall have been named and qualify.

D) Board Meetings. Meetings of the Board of Directors of this Society shall be held as follows:

1. An annual meeting of the Board of Directors shall be held at the time and place of the Annual Meeting of the Society for the purpose of considering such matters as may be properly brought to its attention.

2. Special meetings of the Board of Directors shall be held at such time and place as the Board of Directors shall designate and may originate upon the request of the President, the Chairman of the Executive Committee, or on the written request of nine members of the Board. At least thirty days' written notice to all members of the Board shall be given of any special meetings. This notice shall state the purpose of the meeting.

3. A majority of members present in person or by proxy at any duly called meeting of the Board of Directors shall constitute a quorum.

ARTICLE VI. Election of Directors

A) Nominating Committee. A Nominating Committee of this Society, consisting of a Chairman and sub-committees of three Active members from each geographical area, shall be proposed by the President and approved by the Executive Committee on or before March 1st after taking office. It shall be the duty of this Committee to:

1) Solicit through its sub-committees of three memberships from each geographical area candidates for Directors from among the Active membership, each geographical area having the exclusive right to name its own candidates, except the Director who is to be elected by each Chapter.

2. Prepare and submit to the administrative headquarters at least sixty days prior to the Annual Meeting a report which shall contain two nominations for each position to be filled, as herein provided.

3. Make a substitute nomination in the event a candidate declines the nomination.

4. Use the Active Membership list as of July 1st each year for the purpose of determining the number of Directors-at-large from each geographical area.

B) **Procedure.** The administrative office shall publish to the membership at least thirty days before the Annual Meeting, the list of nominations submitted by the Nominating Committee, accompanied by an appropriate ballot for voting thereon.

1. Directors so nominated shall be elected at the Annual Meeting, and the Executive Committee shall determine each year, the time for closing the polls.

2. The nominees receiving the highest number of votes on a written ballot cast by the Active Members present and voting at the Annual Meeting, or voting by mail at least two weeks prior to the meeting, on ballots furnished by the administrative headquarters as hereinabove provided, shall be declared elected to fill the existing vacancies.

3. When two or more candidates for a given vacancy receive the same number of votes, the election shall be determined by written ballot of the Board of Directors.

ARTICLE VII. Executive Committee

A) **Composition.** There shall be an Executive Committee, consisting of the President, Vice President, Treasurer, Secretary, immediate Past President ex officio, and four Active Members elected by and from the Board of Directors to serve for a one-year term. No individual shall hereafter serve as an elective Member of the Executive Committee, or as a Member of the Board of Directors continuously for more than a period of two terms. Such individual may serve again after the lapse of one year.

B) **Chairman.** The Chairman of the Executive Committee shall be elected by and from that Committee for a one-year term and shall be eligible for a total period of continuous service of not more than two years. The Executive Committee may elect a vice-chairman, who, however, shall not be an officer of the Society by virtue of such election.

C) **Duties.** The duties of the Executive Committee shall be:

1. To direct the administrative work of the Society under policies established by the Board of Directors.

2. To act as Trustee for the property of the Society.

3. To direct the financial affairs of the Society, including the adoption of budgets and procurement of funds for its work.

4. To appoint Committees, except where such appointment is otherwise provided for in these By-Laws, or by vote of the Board of Directors.

5. To perform such other duties as are prescribed for it in these By-Laws, or may be assigned to it by the Board of Directors.

6. To render a report of its actions to the Board of Directors at least thirty days before each Annual Meeting.

7. In general, to carry out the policies of the Society between meetings of the Board.

8. Establish and define the boundaries of the geographic regions.

D) **Quorum.** A quorum of the Executive Committee shall consist of five members. Any action shall require approval of at least three members.

ARTICLE VIII. Officers

The officers of the Society shall be:

A) A President, who shall be the titular head of the Society and shall preside at all meetings of the membership and the Board of Directors. The President shall be the official spokesman in matters of public policy; shall appoint all committees not specifically excepted in these By-Laws and their chairmen; shall be an ex officio member of all committees, except the Nominating Committee, and shall perform all other duties usual to such office or as shall be designated by the Board of Directors.

B) A Vice President, who shall, in the case of the inability of the President to

serve or upon direction from the President, perform all of the duties of the President.

C) **A Regional Vice President** from each of the geographical regions within the continental boundaries of the United States, its territorial possessions, and foreign countries, as shall from time to time be established by the Executive Committee. The Regional Vice Presidents shall act as liaison officers for their respective areas.

D) **A Treasurer,** who shall be responsible for the accounting of all moneys collected and disbursed; shall maintain deposits in banks or other depositories which shall be designated by the Executive Committee, and shall be a signatory to all checks, drafts and other instruments pertaining to the deposit, withdrawal and disbursement of such funds; shall at all times have all funds, records and vouchers available for inspection or verification by the Board of Directors; shall render a quarterly statement to the Board of Directors and an annual statement to the membership and shall, at the expiration of his term of office, deliver to his successor all moneys, books and other property, or, in the absence of the Treasurer-Elect, to the President.

E) **A Secretary,** who shall keep a record of all of the official proceedings of the Society, of the Board of Directors and of its Executive Committee; shall issue such notices as shall be officially required; shall be a signatory and attest other signatures as required by law; shall maintain the roll of membership; shall be furnished reports of all operating and special committees; and shall perform all other duties to such office.

In addition to the above elected officers, the Executive Committee shall appoint an Administrative Officer to administer the headquarters office and conduct the activities of the Society as directed by the Board of Directors and the Executive Committee. The title of such Administrative Officer, his salary and term of office, shall be determined by the Executive Committee.

All officers except the Chairman of the Executive Committee and the Administrative Officer shall be elected by the Board of Directors. All elected officers shall serve for a term of one year, or until their successors shall be elected and qualify. No individual may hold more than one office at the same time.

Vacancies in any elective office occasioned by death, resignation or other reason shall be filled by election by majority vote of the Executive Committee present at any meeting. Officers so appointed shall serve until expiration of the current calendar year or until their successors shall have been elected and qualify.

ARTICLE IX. Chapters

The Board of Directors may establish Chapters of the Society on petition of ten or more Active Members of the Society. In each instance, the exact territory of Chapter jurisdiction shall be determined by the Board of Directors. Chapter members shall be Members of the national Society. Chapters may establish dues for their members in addition to the dues paid to the national Society. Chapters shall elect their own officers. By-Laws of each Chapter shall be approved by the Board of Directors of the Society before adoption by the Chapter. Amendments to the By-Laws of a Chapter must be approved by the Board of Directors of the national Society to become effective.

A member may belong to and vote in only one Chapter. Membership may be transferred from one Chapter to another if approved by a vote of a majority of the Directors of the latter Chapter.

ARTICLE X. Meetings

There shall be an Annual Meeting of the Society held at a time and place determined by the Board of Directors on the recommendation of the Executive Committee.

The Annual Meeting shall be held for the following purposes:

1. To transact the business of the Society, including the election of Directors; to elect Members; to hold meetings of Directors.

2. To conduct professional sessions for the presentation of papers; to have discussion of professional problems, and to hear distinguished speakers.

3. To conduct social functions, to hold exhibits and for other activities common to Annual Meetings of professional associations.

Special meetings of the Society may be held at such time and place as may be determined by the Board of Directors or the Executive Committee. At least three months' notice shall be given the membership of all special or annual membership meetings, and in the case of special meetings, the purpose of such meetings shall be stated in the notice.

ARTICLE XI. Committees

A) In addition to the Executive Committee, there shall be standing Committees on Eligibility, Education, Awards, and Standards of Professional Practices. Other committees may be constituted and appointed by the Board of Directors or the Executive Committee.

B) The method of appointment and duties of each committee shall be established at the time of its creation by the Board of Directors or the Executive Committee, whichever creates it, except as provided otherwise in these By-Laws.

C) The Committee on Eligibility shall consist of nine Active Members, three appointed each year, by the Board of Directors, each to serve for a term of three years. The Chairman of the Committee on Eligibility shall be designated each year by the Board of Directors. Nominations for appointment to the Committee on Eligibility may be made by the Executive Committee.

D) The Committee on Awards shall consist of nine Active Members, three appointed each year, by the Board of Directors, each to serve for a term of three years. The Chairman of the Committee on Awards shall be designated each year by the Board of Directors. Nominations for appointment to the Committee on Awards may be made by the Executive Committee.

ARTICLE XII. Fiscal Year

A) The fiscal year of this Society shall be the calendar year.

B) A year of membership, annual dues period, terms of office of all elected and appointed officers, life of committees, and all other annual periods of time shall conform to the fiscal year.

C) All remittances to the Society shall be deposited to the account of the Society. The Treasurer shall be custodian of investments of the Society and shall disburse funds only on duly authorized vouchers. With the approval of the Executive Committee he may establish a petty cash account for the Administration Officer, who shall send to Members of the Executive Committee a summary of receipts and disbursements each month. The Administrative Officer shall also forward to the Treasurer and to the Chairman of the Executive Committee such itemized statements as they may call for. The Administrative Officer and the Treasurer shall be bonded at the expense of the Society in amounts to be determined by the Executive Committee. The books of the Society shall be audited annually by certified public accountants, to be engaged by the Executive Committee.

ARTICLE XIII. Publications

All publications of the Society shall be issued under the direction of the Executive Committee. The Executive Committee shall appoint an Editor of the official journal and a Publication Board of not less than five to serve at the pleasure of the Executive Committee. All papers and reports for the annual meetings shall be the property of the Society for publication. This right may be waived by the Editor.

ARTICLE XIV. Amendments

These By-Laws may be amended by a two-thirds vote of those present and voting at a meeting of the Board of Directors at an Annual Meeting, provided that twenty-four hours' written notice has been given. These By-Laws may also be amended by a two-thirds vote of those present and voting at any meeting of the Board of Directors, called for that purpose, provided that notice thereof shall have been given at least thirty days prior to such meeting. However, the vote of at least seven Directors is required to adopt an amendment. ● ●

NEWS IN VIEW

PRSA 1951 Committee Chairmen

The national standing committees are the working arms of the Society devoted to the advancement of the profession, and the national organization as the motivating force in such development.

Full membership of all committees will be announced in the April JOURNAL. Committee programs are already under study, with initial reports expected at the Spring Board of Directors Meeting at Houston, April 22-24. In 1951, the former Chapters Committee and New Membership Committee have been combined in the newly constituted Development Committee to give greater coordination to Society planning for future growth. The Public Relations Defense Advisory Board has been added as a permanent operating group.

Chairman, Annual Meeting Committee: Conger Reynolds, Director of Public Relations, Standard Oil Company (Indiana), Chicago, Illinois

Chairman, Awards Committee: Franklyn Waltman, Director of Public Relations, Sun Oil Company, Philadelphia, Penna.

Chairman, Development Committee: William G. Haworth, Associate Director of Public Relations, Nash-Kelvinator Corporation, Detroit, Michigan

Chairman, Education Committee: George A. Pettitt, Assistant to the President, University of California, Berkeley, Cal.

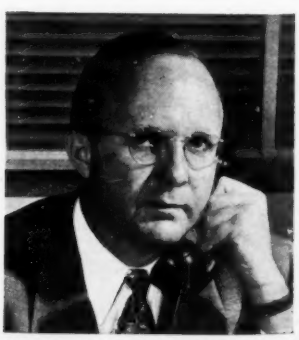
Chairman, Eligibility Committee: Samuel D. Fuson, Vice President, Kudner Agency, Inc., New York City

Chairman, Nominating Committee: L. E. Judd, Director of Public Relations, The Goodyear Tire & Rubber Company, Akron, Ohio

Chairman, Public Relations Defense Advisory Board: J. Handly Wright, Director of Public Relations, Monsanto Chemical Company, St. Louis, Missouri

Chairman, Publications Board: Pendleton Dudley, Senior Partner, Dudley, Anderson and Yutzy, New York City

Chairman, Research Committee: Walter G. Barlow, Vice President and Managing Editor, Opinion Research Corporation, Princeton, New Jersey



Chairman, Committee on Standards of Professional Practice: Burns W. Lee, Burns W. Lee Associates, Los Angeles, California

Australian Institute of Public Relations formed; PRSA thanked

After six months of preliminary organisation, an Australian Institute of Public Relations was formally incorporated in Sydney, capital of New South Wales, in December last.

The new Institute already has over 50 members, with a potential of 100 in the six Australian States and the Federal Capital Territory of Canberra.

Membership has been drawn from men and women actively engaged in the profession of public relations as defined in Webster's with minor amendments to meet Australian conditions.

There are six classes of members in the Institute. They are: Fellows: elected by the Council in recognition of their public services and eminence in the profession. Members: persons devoting their full time to the practice of public relations. Associates: persons devoting part of their time to the practice of public relations. These three classes enjoy full voting powers.

Members who do not possess a vote are: Honorary Fellows: persons of distinction who may be selected by the Council. Licentiates: persons interested in, or associated with public relations activities and whose applications have been accepted by the Council. Student members: persons preparing for the full time practice of public relations.

In the formation of the Institute considerable assistance was obtained from literature and data from the Public Relations Society of America supplied to Mr. Asher Joel, an Australian PRSA member, who also represented the American organisation at the official function incorporating the Institute.

An acknowledgment of the assistance rendered by the PRSA was made by the foundation president of the Institute, Mr. Noel Griffiths, Public Relations Officer of the Rural Bank of N.S.W., who was elected first Fellow.

Three Committees have been formed. Programme, Ethics and Membership.

Arrangements are also in hand for the holding of an early conference and the institution of a long-term educative programme on all phases of PR work. The establishment of Branches in other States is also contemplated.

(Continued on Page 23)

Asher A. Joel, PRSA member who is a public relations consultant with offices in Sydney, New South Wales, Australia, has been corresponding with PRSA national headquarters for several months regarding founding an Australian public relations group. A letter, which accompanied the news report of the establishment of the Australian Institute, was received from Mr. Joel in late January:

"Dear Mr. Bliss,

Thank you for your pleasant note of 17th January, which took less than a week to reach me. Aircraft have certainly reduced the distances . . . in some cases a little too much in these troublesome times.

Since writing to you the Australian Institute of Public Relations has rapidly taken form, and can now be regarded as an operating organisation.

On behalf of the Institute I have accepted your invitation to forward some remarks regarding our affairs over here, and from time to time will be glad to add to them.

Enclosed also is a copy of our Constitution. Some of its most important parts have been taken from data I have received from the American Society. Other portions have been conditioned to Australian needs from the British Institute.

I would be pleased if you would convey to Mr. Milton Fairman the Australian Institute's congratulations on his election as President. At the same time please add mine to these felicitations from the Australian organisation."

PRSA Mayor

Edwin B. Dooley, Director of Public Relations of the Health Insurance Plan of Greater New York, non-profit medical care organization, has been elected mayor of Mamaroneck, New York, by the Board of Trustees of that village of 17,000 people.

Mayor Dooley was All-American quarterback at Dartmouth where he captained the 1925 football team. Subsequently he covered sports and dramatic criticism for the *New York Sun* for 15 years, with syndicated feature distribution. His experience includes 12 years of sponsored radio and TV network writing production.

PRSA CALENDAR

April 22-24, 1951—PRSA Spring Board Meeting, The Shamrock, Houston, Texas.

April 24, 1951—Houston Chapter PR Conference, The Shamrock.

April 26, 1951—Los Angeles Chapter PR Conference, University of Southern California (Hancock Auditorium).

April 27, 1951—San Francisco Chapter PR Conference, Fairmont Hotel (Gold and Terrace Rooms).

November 18-20, 1951—PRSA 4th Annual Conference, Sheraton Hotel, Chicago, Illinois.

POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

Active Membership

W. Radford Bascome, Jr., Associate, John Orr Young & Associates, Inc., 113 West 57th Street, New York City. Sponsors: Talbot O. Freeman and J. Carlisle MacDonald.

Paul Brokaw, Paul Brokaw, Public Relations, 1737 Euclid Avenue, Cleveland, Ohio. Sponsors: Frank A. Uniack and Maynard Stitt.

Ralph D. Brown, J. C. Penney Company, 330 West 34th Street, New York City. Sponsors: Gilbert L. Ward and Maxwell E. Benson.

M. Patrick Coyle, Client Counsel on Public Relations, Opinion Research Corporation, 44 Nassau Street, Princeton, N. J. Sponsors: Holcombe Parkes and Fred Eldean.

James Crayhon, Press Relations for Public Relations Department, Standard Oil Company (New Jersey), 30 Rockefeller Plaza, New York City. Sponsors: Ralph S. Clark and Robert G. Pearson.

Joe James Custer, Public Relations Department, Hawaii Employers Council, 1139 Kapiolani Boulevard, Honolulu, Hawaii. Sponsors: William A. Simonds and Nelson A. Prather.

Daniel W. De Hayes, Executive Secretary, Ohio Association of Small Loan Companies, 79 East State Street, Columbus, Ohio. Sponsors: Leon J. Ingram and Nevin J. Rodes.

Albert D. Freiberg, Vice President in Charge of Marketing and Social Research, The Psychological Corporation, 522 Fifth Avenue, New York City. Sponsors: Dr. Henry C. Link and G. Edward Pendray.

Marjorie Harker, Public Relations Manager, The March of Time (Time, Inc.), 369 Lexington Avenue, New York City. Sponsors: Philip A. Williams, 3rd, and Leslie C. Stratton.

Ken B. Harper, Director of Publications, Transcontinental Gas Pipe Line Corporation, Niels Esperson Building, Houston, Texas. Sponsors: James A. Clark and George Kirksey.

William P. Headden, Ass't. Manager, Public Relations Department, Standard Oil Company (New Jersey), 30 Rockefeller Plaza, New York City. Sponsors: George H. Freyermuth and Stewart Schackne.

George C. Hellickson, Director, Public Relations, Olmsted and Foley Advertising and Public Relations Agency, 1200 Second Avenue South, Minneapolis, Minn. Sponsors: Abbott Washburn and W. Howard Chase.

Robert Garnett Hodgkin, Jr., Public Relations Representative, Atlantic Coast Line Railroad, Wilmington, N. C. Sponsors: Maxwell E. Benson and Joseph W. Rice.

Herschiel Laurence Hunt, Public Relations Director, Texas Good Roads Association, 208 East 12th Street, Austin, Texas. Sponsors: Charles E. Simons and John L. Mortimer.

Wesley M. Keppel, Public Relations Representative, Esso Standard Oil Company, 15 West 51st Street, New York City. Sponsors: George H. Freyermuth and Ralph S. Clark.

Graham Kingsford-Smith, Public Relations Manager, Ford Motor Company of Australia Pty. Ltd., Geelong, Victoria, Australia. Sponsors: Charles E. Carll and L. E. Judd.

Gilbert H. Kneiss, Ass't. to President, Public Relations, Western Pacific Railroad, 526 Mission Street, San Francisco, Cal. Sponsors: Frank E. Marsh and Robert D. Ross.

John J. Lacey, Director of Information and Public Relations, American Farm Bureau Federation, 221 North LaSalle Street, Chicago, Ill. Sponsors: Ed Lipscomb and Norman Draper.

James V. Lovell, Director of Research-Information, *The Daily Times Herald,* Herald Square, Dallas, Texas. Sponsors: John L. Mortimer and Rex V. Lentz.

Robert I. Marshall, Ass't. to Director of Business Development, Cities Service Company, 70 Pine Street, New York City. Sponsors: Paul Hodges and Ralph S. Clark.

A. Bryan Marvin, 3rd, Editorial Ass't., Press Relations and Public Information, Consolidated Edison Company of New York, Inc., 4 Irving Place, New York City. Sponsors: Fred Bowes, Jr., and Milton M. Enzer.

Frank E. Mason, Frank E. Mason Associates, 270 Park Avenue, New York City. Sponsors: James Selvage and John Hill.

Ann Scott Morningstar, Executive Vice President in Charge of Accounts, Phoenix News Bureau, Inc., 342 Madison Avenue, New York City. Sponsors: Sally Woodward and Emily S. Nathan.

John H. Murphy, Managing Editor and Director of Public Relations, News, Inc. (*The Citizen Newspapers*), McCarthy Interests, 7113 Harrisburg Street, Houston, Texas. Sponsors: James A. Clark and George Kirksey.

Harold K. Philips, Public Relations Manager, Association of Casualty and Surety Companies, 60 John Street, New York City. Sponsors: Marvin Murphy and Joseph E. Boyle.

Burt Meade Powell, Ass't. Advertising Manager in Charge of News Service, Caterpillar Tractor Company, Peoria, Ill. Sponsors: Leonard J. Fletcher and Fred R. Jolly.

S. Carl Robinson, Secretary and Treasurer, St. Louis Public Service Company, 3869 Park Avenue, St. Louis, Mo. Sponsors: Robert E. Hillard and Alfred Fleishman.

FIRST PRSA FAMILY COMPLETED

Clem Whitaker, Jr.

With the election of Clem Whitaker, Jr., to PRSA membership in January, the first father-mother-son membership in the Society was established. Son of Clem Whitaker and Leone Baxter, the noted husband-wife team that directs Whitaker & Baxter, Chicago public relations firm, and Campaigns, Inc., San Francisco organization, the son is one of a three-man board of management of the latter operation.

Clem Jr. was editor of his school paper in Sacramento, studied Economics at University of California at Berkeley, started his training in his parents' firm in 1940 and was a fighter pilot in the Air Force for four years, leaving service as a Captain. He returned to Campaigns, Inc., in 1946, where he has been busily engaged since as Associate Manager. He is married and lives in San Francisco.

George Leonard Schlosser, Public Relations Director, The DeVilbiss Company, 300 Phillips Avenue, Toledo, Ohio. Sponsors: Paul W. Kieser and Lev Flournoy.

Kenneth C. Setterdahl, Centennial Campaign Director, Northwestern University, Evanston, Ill. Sponsors: J. J. Gerber and George C. Reitinger.

Margaret Heiden Sterne, Ass't. Professor, Wayne University, 4841 Cass Avenue, Detroit, Mich. Sponsors: E. P. Lovejoy and J. L. S. Scrymgeour.

W. Frank Thompson, Ass't. General Manager, Industrial and Public Relations Department, American Can Company, 100 Park Avenue, New York City. Sponsors: Milton Fairman and Gerry Swinehart.

M. M. Van Laningham, Public Relations Director, Texas Wesleyan College, Rosedale and Wesleyan Streets, Fort Worth, Texas. Sponsors: Paul O. Ridings and Raymond J. Neuman.

(Continued on Page 31)

Welcome to new members

The executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership.

Active Membership

Baumer, Edward F.—Director of Public Relations, The Prudential Insurance Company of America, Los Angeles, California

Brown, Holmes M.—Director of Public Information, Colonial Williamsburg, Williamsburg, Virginia

Dodd, Edwin D.—Public Relations Director, Owens-Illinois Glass Company, Toledo, Ohio

McAdams, William D. – Public Relations Consultant, Washington, D. C.

Parker, Charles Edward—President, Central Surveys, Inc., Shenandoah, Iowa

Siegel, Norman—Studio Director of Advertising and Publicity, Paramount Pictures Corporation, Hollywood, California

Van Ark, Carroll—Public Relations Consultant, Denver, Colorado

Associate Membership

Peterson, Clayton B.—Director of Public Services, Carthage College, Carthage, Illinois

Australian Institute of PR

(Continued from Page 21)

Office-bearers of the Institute are: President, Mr. N. Griffith, Public Relations Officer, Rural Bank of N.S.W.; Vice-Presidents, R. G. Clark, Public Relations Officer, University of Sydney; Stewart Fraser, Executive Director, Building Industries Congress; Treasurer, F. C. Barnes, Public Relations Officer, Post-Master General's Department; Honorary Secretary, D. Barnes, Public Relations Officer, Department of Lands, N.S.W.; Councillors: Asher Joel, Public Relations Consultant; Hedley Bryant, Public Relations Officer, Amalgamated Wireless (Australasia) Ltd.; G. Ramsay, Public Relations Officer, Snowy River Hydro-Electric Authority; J. C. Beveridge, Public Relations Officer, Australian National Airways; E. B. Bremner, Public Relations Manager, Quantas Airways; G. S. Edwards, Public Relations Coordinator, Sydney University; Murray Gosper, Director of Development and Public Relations, Tutt Bryant (N.S.W.) Ltd.

JOURNAL FEATURED IN PRINTING EXHIBIT

At the 11th Exhibition of Printing of the New York Employing Printers Association, Inc., held at the Biltmore Hotel, New York, in January, the September issue of the PUBLIC RELATIONS JOURNAL was displayed with other outstanding examples of current publications printing of 1950.

TWO MEMBERS DIE

PRSA national headquarters has just received word of the passing of two members: William L. Ayers, Chicago public relations consultant, who died on October 25, 1950; and Roy R. Bartlett, New Orleans hotel man and civic leader, who suffered a stroke on December 26, 1950.

Mr. Ayers, a former Chicago newspaper man, until he formed his public relations firm in 1928, was also active in the trade publications field. At the time of his death, he was active in the Newey-Ayers Organization, Chicago, and served as director of the public relations department of the International Bank For Reconstruction and Development, Washington, D. C.

Mr. Bartlett had been promotion manager of the Roosevelt Hotel, New Orleans, for the past 10 years, and was a leader in many civic activities of that city and throughout Louisiana.

New Mexico PR conference meets

The first Annual Meeting of the New Mexico Public Relations Conference was held January 26 at the Community Center at Hot Springs to approve a Constitution and discuss other organization business. The meeting was held in conjunction with the State Press Convention.

The New Mexico public relations association, of which Charles J. Huff is President, was organized in Albuquerque in September 1950.

Always out... when you need one!

● *Mr. Dodd is doggone disgusted. The Home Office wired that the new price lists must go out tonight—and there isn't enough postage in the office to cover the list! So instead of stopping at the mailbox, Mr. D. or his secretary will have to trek down to the postoffice in the rain, for stamps...Such occasions try men's souls—and make enthusiastic users for the DM.*

● The DM is the newest and smallest postage meter . . . little larger than a desk phone. But it *prints* postage, any amount needed, for any kind of mail, directly on the envelope, with a dated postmark. And if you like, a small advertisement, too. Has a built-in sealer for moistening envelope flaps. Even handles parcel post.

● The convenience of always having the right postage available . . . the efficiency of metered mailing—has sold thousands of DMs the past year.

● There's a postage meter model, large or small, for everybody. Ask the nearest Pitney-Bowes office, or send the coupon!

PITNEY-BOWES
Postage Meter

World's leading makers of mailing machines . . . offices in 93 cities . . .

PITNEY-BOWES, Inc.
5264 Pacific Street,
Stamford, Conn.

Please send free booklet on the DM.

Name _____

Firm _____

Address _____

Sino in a snowstorm...

Ten years back, the communist outbreak in Korea would have been an "incident" buried in the back pages of a newspaper.

But in 1950, a local aggression nine thousand miles away has an immediate and alarming impact on the opinion, life, and business of this country.

An epidemic of scare buying starts. Within two months, material shortages have kicked prices up and revived gray markets. A threatened price freeze pushes up prices and wages. Casualty lists are in the front pages again. Congressmen run for reelection on their foreign affairs record!

Running any business, big or little, today is obviously more than a matter of minding one's Ps and Qs. A lot of considerations, other than the alphabetical, affect the business man's judgment. And it is small wonder that his outlook may be at times as clouded as the Chinese elder's in the toy snowstorm . . . Which is where Nation's Business comes in!

NATION'S BUSINESS is possessed of no particular meteorological facilities, has no crystal ball with respect to Korea or anything else. A magazine published for business men, it publishes neither the news nor techniques of business.

It is more concerned with eventualities than events, with causes than effects. It tries to apprise

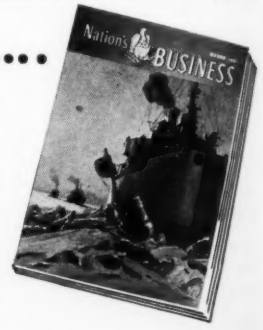
CYBERNETICS ... from the Greek word meaning "steersmen", gives industry robot operation . . . "If Robots Run the Works," by John Kord Lagemann.

NEW TONGUES FOR TALKERS...Business men can learn conversational Spanish or French in 25 to 50 hours... "Où Est the Pen of Votre Grandpère," by Katharine and Henry F. Pringle.

MUNICIPAL MUNIFICENCE...is running ahead of revenue return..."The Stalemate in Local Taxes," by Arthur W. Hepner.

SKYSCRAPER SHOWPLACE...Rockefeller Center has 32,000 office workers, 125,000 daily visitors, is exceeded in size only by the Pentagon . . . "Rockefeller Center: Host to World," by John Herling.

AND A DOZEN OTHER fine features for the business man in Nation's Business March issue.

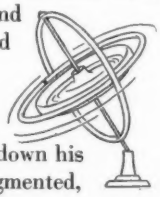


the man in business of the prevailing facts and factors which affect all business; adheres to the long view rather than the quick turn, to the business climate of tomorrow rather than the market temperature or tempo of today.

It also treats the business man as a man, with very personal problems of family, future, finances, health, and personal effectiveness; and as an interested and essential member of the community.

The content of any one issue may include new machine tool developments, foreign tax systems, the mechanization of cotton culture, house organs and bulletin boards as industrial relations tools, socialistic trends in Federal government, the risk in extending state relief funds, applications of Point Four in foreign countries, diversified industry as unemployment insurance, Russia's inadequate food supply as a deterrent to Soviet aggression, sports broadcasting, square dancing, improving the higher octane fuels, piped music in factories, adult education, the rise of the cash register, farm research in the South, how an express system works, when to see a chiropodist, personal estate and insurance programs. And all these subjects are not academically exposed, but as pertinent and practical to Nation's Business readers.

Its Washington Letter for Management is a summary of items of interest to business men, helps them make up their minds and plan ahead—is devotedly followed and read by most NB readers.



THE NET RESULT is that the reader of Nation's Business lays down his copy with his understanding augmented, his information increased, some of his doubts dissipated, and a store of stimulating ideas for the benefit of his business and his personal affairs.

Because Nation's Business makes a substantial contribution to his business thinking and private life, it has his respect, confidence, and in some instances even his affection. And this closeness makes Nation's Business a superlative medium for producing opinion, reputation, and sales.

For its function alone, Nation's Business makes a valuable advertising medium. When, in addition, its audience is considered, it is the outstanding medium among all general business publications.

Because Nation's Business has by far the largest circulation in its field, more than half as

much again as any of its contemporaries—more than 700,000 circulation! And its circulation not only covers big business and major companies, but reaches another 250,000 smaller business men, and small town business men—an important premium of market and influence in any medium.

The big circulation makes possible the low rate —$3,300 per page, *little more than the cost of general media circulation.*

If you sell to business, Nation's Business offers more effective access to more market than any other medium to business you can use. If you don't know as much about it as you should, call the nearest Nation's Business office.

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

Chapter news notes

COLUMBUS CHAPTER

Four directors of the Columbus Chapter will present a panel at the luncheon of Ohio college public relations directors when they have their annual meeting April 6 in Columbus.

Panel participants, on the subject, "If I Were a College Public Relations Director," will be C. F. Weimer, Weimer Organization; Robert O. Stith, Battelle Memorial Institute; and George J. Kienzle, Borden Company; with Harold K. Schellenger, Columbus Chapter president, as chairman.

DETROIT CHAPTER

The first 1951 meeting of the Detroit Chapter was held the evening of January 31st at the Detroit-Leland. A record crowd for the chapter—275—came out to hear Brig. General David J. Crawford tell how the Detroit Ordnance Tank-Automotive Center which he commands, is placing orders for $4,000,000,000 in wheel vehicles, including trucks, tanks, jeeps, ducks, etc.

Included in the audience were 16 tables of executives of large Detroit companies producing for the defense program. They heard the General describe the organization of the Center, tell how the placing of orders is handled, and how public statements regarding such orders should be prepared and released. Top management officials present included presidents, vice presidents, and general managers of a number of large as well as small companies.

The General was accompanied by his staff whom he introduced individually, describing the place of each in his organization picture. All of them participated in the question and answer period, as did representatives of the Navy, Marines and Air Force who were also present.

Thoburn Wiant, Detroit PR Director, Young & Rubicam, Inc., President of the Detroit Chapter, chairmanned the meeting. Arrangements were made by the Program Committee comprising LeRoy H. Kurtz of General Motors, Chairman; William B. Hall, Vice President of the Detroit Bank; and Paul L. Penfield, Advertising Manager of Detroit Edison.

A membership drive is proceeding under the direction of Walter T. Murphy of Dearborn Motors, Chairman of the Membership Committee; Robert G. Silbar, Sales Executive of R. L. Polk & Company; and Harry A. Williams of the Automobile Manufacturers Association.

Charles W. Craig has been appointed Chairman of the Publicity Committee effective February 1, 1951.

LOS ANGELES CHAPTER

Newly-elected officers of the Los Angeles Chapter are: *President:* Ned Wiener, Director of Public Relations, Los Angeles Chamber of Commerce; *Vice President:* Burns W. Lee, Burns W. Lee Associates; *Secretary - Treasurer:* John E. Fields, Director of Development, University of Southern California; and *Directors:* Irving Borders, Public Relations Counsel; Harold Levy, Public Relations Counsel; Charles Pope, Personnel & PR, C. F. Braun Company; and Paul K. Walp, Executive Secretary, Colorado River Board of California.

MINNESOTA CHAPTER

Announcing as its purpose "to promote the public welfare through the advancement of the profession of public relations," the Minnesota Chapter has launched an organization membership drive among industrial, educational and professional public relations practitioners throughout the upper midwest.

Officers of the Minnesota group are: *President,* Erle B. Savage, Jr., Batten, Barton, Durstine & Osborn; *Vice President,* Don Short, Public Relations Counsel; *Secretary-Treasurer,* Cyril Plattes, General Mills, Inc. *Committee Chairmen* are: By-laws, Thomas H. Hodgson, Gamble-Skogmo, Inc.; Education, Professor Edwin Emery, University of Minnesota; Membership, Don Short; Program, George C. Jordan, Public Relations Counsel.

There are three classes of membership: Active, those who are active members of the national society; Associate, those who are associate members of the national society; Affiliate, those who are engaged in the active practice of public relations or who have a special interest in the field but are not members of the national organization.

Tentative plans for the organization call for regular meetings six times a year, these meetings to be working seminars, and an indefinite number of special meetings when national figures in the public relations business are in the area.

NORTH TEXAS CHAPTER

The new 1951 Chapter officers of the North Texas Chapter have been announced as: *President:* Ted B. Ferguson, Vice President in Charge of Sales and Advertising, Texas Power & Light Company; *Vice President:* Charles E. Simons, Vice President and General Manager, Texas Mid-Continent Oil and

(Continued on Page 30)

CHAPTER SECRETARIES

Chapter secretaries are requested to place other PRSA chapters on distribution lists to receive mailings, meeting notices, etc. PRSA members traveling on business frequently like to visit other chapters if dates of meetings can be learned far enough in advance.

CHICAGO
HALE NELSON, Vice President, Illinois Bell Telephone Company

COLUMBUS
NEVIN J. RODES, Public Relations Director, Kelly & Lamb

DETROIT
WILLIAM A. DURBIN, Director, Public Relations, Burroughs Adding Machine Company

HAWAII
WILLIAM SIMONDS, Account Representative, N. W. Ayer & Son, Inc.

HOUSTON
MALORY MCDONALD, Director of Public Relations, Missouri Pacific Lines

LOS ANGELES
JOHN E. FIELDS, Director of Development, University of Southern California

MINNESOTA
CYRIL B. PLATTES, Manager, Department of Public Service, General Mills, Inc.

NEW YORK
JOHN V. THARRETT, Community Relations Manager, Bigelow-Sanford Carpet Company

NORTH TEXAS
JOHN L. TERRELL, Manager of Public Relations, Magnolia Petroleum Company

ST. LOUIS
LEMOINE SKINNER, JR., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO
ROBERT D. ROSS, Pacific Telephone and Telegraph Company

WASHINGTON, D. C.
MAURICE O. RYAN, Manager, American Hotel Association

A Shamrock Short Story

'TWAS 4 A. M.— Lunchtime for the "Other Half"

WE MUST confess we don't usually go to work at 4 o'clock in the morning but we had to get to the hotel at that time the other morning for some reason or other. And frankly, we had completely forgotten what a hotel is like at 4 a.m. We were amazed to be reminded.

A big hotel like The Shamrock must, of course, be "run" 24 hours a day. Upstairs, some 2000 guests —most of them, anyway—were slumbering peacefully in the quiet early morning. But down below, things were humming as busily as though it were High Noon of a regular day. And the "Other Half" —those folks who work while most people sleep and vice versa— were going routinely about the business of looking after the operation of that highly-organized, compact community that is The Shamrock.

☆ ☆ ☆

Four o'clock in the morning—lunchtime for the night shift in the kitchens. The baker had knocked off for a bite to eat and there, on the tables and in the ovens, were the rolls, pastries, cakes and cookies for the up-coming day's service. The chefs were overseeing the preparation of pounds upon pounds of fresh vegetables that had to be made ready for the pots and pans . . . butchers had brought out hundreds of fowls and sides of good, red beef from the coolers . . . shiny copper pots stood ready to receive the delicacies and essences that go into those fabulously tasty soups that would shortly tempt the appetites of the slumbering "half" upstairs.

☆ ☆ ☆

Four o'clock in the morning—lunchtime in the laundry, where the night crew was turning out bundles of snowy white linens for tomorrow's beds; carefully ironing the shirts, sorting the socks, folding the handkerchiefs that would be delivered upstairs "when ordered" in a matter of a few hours.

☆ ☆ ☆

Four o'clock in the morning—a pharmacist was tapping gently on a jar of white-looking powder in the Pharmacy's prescription room . . . emptying just enough in a small tab of cellophane to balance a tiny scale . . . referring now to a slip of paper upon which some doctor had marked strange hieroglyphics that are the secret language of the medical man and the apothecary. No lunchtime here, however; 24-hour pharmacy service means what it says . . . and 4 a. m. in our prescription department is no different from any other hour when a prescription is wanted.

☆ ☆ ☆

FOUR O'CLOCK in the morning—and that husky looking chap having a cup of coffee was pausing just a moment in the never-ending rounds of our security force. He and others like him have the job of watching over our little city, looking after the safety of some 2000 "citizens" who dwell with us. We admit we felt sort of warm inside to know that he and the others are "on the beat," alert and watchful all during the night.

☆ ☆ ☆

Four o'clock in the morning. Yes, it was lunchtime for the "Other Half," thanks to whom the operations of The Shamrock never halt . . . never, as a matter of fact, even slow down. These folks go about their work even as you and I, industriously and diligently, to make the wheels go 'round. Except, about 9 o'clock in the morning, it's pretty late at night for them and they're ready for bed.

An advertisement of The Shamrock, Houston.

Editor's Desk

The material commented on below is drawn from the daily flow of members' mail through national headquarters office. Space limits mention to a very few examples of excellent PR developments. It is assumed that copies of such material are available free to other PRSA members, unless the JOURNAL *is advised otherwise. Where there is a charge, the price is given. Are we seeing your publications regularly?*

For the third year, the American National Bank and Trust Company, Chicago, in a "Report to the Staff" has issued a special summary of the past year's operations, analyzing results. Frank discussion of the bank's problems, liberal credit to operational efficiency developed by teamwork, and a look at what's ahead, mark it as a direct approach to employee understanding. The president invites staff comment on bank operations, and on the report itself. PRSA member C. Arthur Hemminger is director of public relations.

★ ★ ★

Bristol Brass Corporation (Bristol, Connecticut) has compressed 100 years of its business history between the board covers of an attractive 83-page book entitled "Bristol Fashion." Handsomely prepared and illustrated, the report expresses management's hope that readers will find the company "shipshape and Bristol fashion" like sailing vessels out of the historic British port 100 years ago, which were noted for their trimness. PRSA member Herbert A. Boas, Jr., is assistant to the president in public relations and advertising capacities.

★ ★ ★

American Viscose Corporation (New York) distributed a 1951 calendar to its 22,000 employees, which had been illustrated with color photographs taken by the employees themselves. Each calendar month features children, wives, friends or favorite scenes of employee choosing, submitted in competition for prizes. It is reported that quality of material was so high, the house magazine, *Avisco News*, will repeat the contest for 1952.

★ ★ ★

The California Society of Certified Public Accountants has published a booklet "About a Profession . . . Its People and The Public Interest," which traces the early beginnings of bookkeeping and accounting and brings the reader down to the present day conception of professional standards and public responsibility. PRSA member Arthur M. Sargent is secretary, in charge of the Society's PR program.

★ ★ ★

Personnel Problems Under Mobilization is the title of booklet Number 135 in the Personnel Series, American Management Association, 330 West 42nd St., New York 18. The publication, which sells for $1.25 per copy, contains a section dealing with economic and political factors—presents views on personnel security and loyalty considerations, and discusses forseeable selective service requirements.

★ ★ ★

Weyerhaeuser Timber Company, Tacoma, Washington, has published a 50-page story of its first fifty years in the forest industry. Profusely illustrated with halftones and marginal vignettes, the paper bound book is an important industry reference work and depicts the growth of one company's planning through conservation and orderly cropping for useful forest land production for generations to come. Loren F. Dorman, Assistant Director of PR, has copies available for other PRSA members.

KENNETH R. REEVES
3707½ So. San Pedro St.
Los Angeles 11, California
(ADams 6632)

ADVERTISING AND INDUSTRIAL PHOTOGRAPHY

Fairman urges two-way communications in defense economy

"Operation under emergency controls makes it mandatory for the nation's industry to keep suppliers, employees and customers fully informed on the meaning and effect of government regulations," Milton Fairman, public relations director of The Borden Company, New York City, said, speaking before the 60th annual meeting of the American Warehousemen's Association, February 6, at the Hotel Statler, Boston. "This is essential if production delays and public misunderstanding are to be avoided," the PRSA president said.

"A clear cut system of two-way communications and full cooperation between government agencies and management can do much to speed defense production. However, controls and regulations can be made fully effective only if they are thoroughly understood by the public, and this requires that management help interpret orders frankly, clearly and promptly.

"The new price and wage freeze and conservation orders signal the start of an ever-changing network of new controls. Profit limitations, shortages, higher taxes and loss of manpower to the armed forces, all pose problems which must be explained in detail jointly by the government and business management," he added.

Noting that many Washington officials are new to their jobs, Mr. Fairman pointed out that it is industry's obligation to help them do the best job possible in adjusting the nation to life under a wartime economy.

Oklahoma to offer short course for industrial editors

"Company communications in time of crisis" will be the theme for Oklahoma A. & M. College's fifth annual short course for industrial editors, Clement E. Trout, head of the school's department of technical journalism, has announced.

The course, offered March 12 to 17, 1951, will stress presenting management's point of view through a better edited and more attractive magazine, Trout said. Economical and effective ways to improve company publications by art and layouts, as well as writing and printing techniques, will be covered in the intensive five and one-half day course, for which a $35 fee is charged.

PEOPLE

(•) indicates PRSA members

Maynard Stitt • and **John W. Darr** have formed Darr and Stitt, Inc., public relations counselling firm, at 295 Madison Avenue, New York 17. Stitt was formerly a staff executive with the Fred Eldean Organization, Inc., New York; and Darr was president of the Institute of Public Relations, Inc., New York, before the firm ceased operations.

James W. Irwin Associates, Inc., **James W. Irwin** • **Mrs. Loretta Moushey** (Mrs. Irwin) • announce a change in mailing address of their Cleveland office from 3590 Carnegie Boulevard to 19201 South Moreland Boulevard, Cleveland 22, Ohio.

Whitman Daniels • assistant to the president in charge of PR at Cornell University since 1947, has been named to the newly created position of director of public relations for Associated Industries of New York State, Inc., 47 West Huron Street, Buffalo 2, N. Y.

John M. Hurley • Associates, public relations and market research counselors have announced the purchase and occupancy of their new building at 95 Elm Street, Hartford 6, Connecticut.

Brooks Darlington • and Associates has been appointed to direct the public information activities of the San Francisco chapter, American Red Cross. Darlington is currently president of the Bay Area Chapter (San Francisco) PRSA.

Philip Lesly • president of The Philip Lesly Company, Chicago and New York public relations firm, is author of a featured article, "Conducting an Effective Publicity Campaign," which appeared in a recent issue of *Advertising Weekly*, a leading British journal of marketing.

Dr. W. Emerson Reck • Vice President, Wittenberg College, Springfield, Ohio has been appointed to the Springfield Citizens Committee by the City Commission. The committee advises the legislative body on matters pertaining to finances and municipal improvement.

Milton M. Enzer • Director of Public Relations, Yale & Towne Mfg. Co., has been named chairman of the executive committee of the Public Relations Advisory Council, Union College, Schenectady, N. Y.

Bert C. Goss • vice president in charge of Hill & Knowlton, Inc., Washington office since 1944 returned to the New York City office February 5 "to handle increased management responsibilities," **John W. Hill** • president, announced recently. Goss was replaced in Washington by **Avery McBee** • vice president of the firm.

Illinois makes grants for labor relations study

Assistantships and fellowships, offering financial aid for graduate study in labor and industrial relations, have been announced by the University of Illinois, Champaign-Urbana, Ill.

These awards are offered to superior students in the University's Institute of Labor and Industrial Relations, effective during the next school year, 1951-1952.

Founded in 1946 as a part of the University, the Institute grants a degree of Master of Arts in Labor and Industrial Relations upon completion of its course.

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—and the best place to talk to a professional man is through the columns of his favorite magazine.

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*—*and to suggest a few more*—office equipment manufacturers; publishers; hotels and resorts; air, rail and ship travel; speaker's bureaus and talent agencies; public service organizations; trade association programs; trade and general publications; publishers; advertising agencies; paper makers; photographic and reproduction services; film and TV production services; clipping services.

Chapter news

(Continued from Page 26)

Gas Association; *Secretary-Treasurer:* John L. Terrell, Manager of Public Relations, Magnolia Petroleum Company. The three new officers, Paul Cain (Eldean-Cain Organization), and John L. Mortimer (Director of PR, U. S. Steel Corporation), will serve as the Chapter's Executive Committee.

WASHINGTON, D. C. CHAPTER

At the regular January meeting of the Washington, D. C. Chapter there was read an expression of gratitude from the Area Boy Scout Council lauding the efforts of Walter Bonney and Ludwig Caminita, who have been giving anonymous public relations counsel to the local area for the past four months.

Richard B. Hall introduced Captain Rob Roy McGregor and Commander T. J. Morgan, both of whom discussed current public relations activities in the U. S. Navy, and invited comments and suggestions.

Mr. Hall presented Alfred Crowell, head of the Journalism and Public Relations Department of the University of Maryland. The Chapter voted to support the public relations course at this nearby university, by periodically supplying individuals and panels from the Chapter's membership to lecture before the PR students. • •

Public relations as a weapon of war

The following remarks were made by Roy J. Leffingwell, Public Relations Director, Hawaiian Sugar Planters' Association, and retiring president of the Hawaii Chapter, Public Relations Society of America, at the Annual Meeting of the chapter on December 27, 1950. Leffingwell is a colonel in the United States Air Force Reserve and a member of the national board of Directors of the Air Force Association.

PUBLIC RELATIONS is out of swaddling clothes and can be a potent weapon in the war against communism, if maximum use is made of the all too few skilled workers in the profession.

A few pioneers in the field served in their profession during World War I. More were called on in World War II. However, the public relations man was too often used as a communicator of information. Seldom was he given the opportunity to advise on human relations policies.

Public relations techniques and skills have advanced since the World War II period. Social science research has progressed. We know more about the subject of communications. We have learned from practical experience many factors of mass human reaction.

Few major industries of the United States question the merits of sound public relation policies and the communication of the "company story" to employees, the community, and to the public as a whole. We have yet to see if the proven practices of business will be utilized as the potent weapon of war, which they can be.

Most veteran public relation workers have spent years explaining the free enterprise system to Americans. Millions of Americans are staunch supporters of our way of life because of sound public relations policies adopted by U. S. business.

We are now face to face with a gigantic international struggle for the "minds of men." Basically the world has chosen sides between the "free state" and the "police state." The "police state" says there is no room for another ideology on this earth. It is surrender or fight.

War is defined as "the use of organized force by two human groups pursuing contradictory policies, each seeking to impose its policy on the other." The ultimate in war must be to convince the other fellow he is wrong. Battles are won by armies. Public opinion can win the war—and the peace.

The communists have elected to use the iron curtain to block communications with the "free state." They use intensive propaganda to win the minds of all men, women and children behind this iron curtain. In doing so, they have committed one of the cardinal sins. They have blocked out the truth. In blocking out the truth from millions of their subjects they have given us an opening which may prove decisive. No man nor nation can lie without fearing that the truth will be discovered and his followers turn away. This could be the rip in the iron curtain.

We must have overwhelming strength in air and navy might to destroy the offensive capabilities of an avowed enemy. But we should also have the techniques to "sell" our way of life to the masses behind the iron curtain. That rip, caused by communist lies, can be exploited.

This form of selling when done by the military services is termed psychological warfare. Trained PR workers in large industries have faced and solved many of the problems which the military psychological warfare leader now has.

Hawaii offers the location for one of the finest human research laboratories in the world for Asiatic psychological studies. Hawaii has been the melting pot for many races throughout the world. In Hawaii we have a living example that people of all races, colors and creeds can, and do, live together in harmony. To students of psychological warfare techniques it offers a wide variety of racial groups for assistance in research. Pre-testing of ideas through cooperation of groups, not too long removed from their native lands, would be possible.

The trained public relations man will, undoubtedly, prove highly valuable in the war production effort. Proven public relations techniques have increased morale and output in civilian fields. Accident rates have been reduced and man-day turnouts increased through good company policies, backed up by a strong communications program. These tried and proven methods can be put to work for defense production if proper use is made of the too few skilled men available.

A few significant developments have been announced indicating a growing realization on the part of government leaders that public relations personnel and techniques can be effective in the war effort.

There are too few trained public relations men to waste on any but priority jobs during the national emergency. It is hoped that the Public Relations Society of America or some government agency will make a census of the available manpower and experience of workers in this field, similar to that done for scientists. Efforts should then be made to place the skills available in the profession where they will bring the greatest results in the war effort. • •

Postings

(Continued from Page 22)

Sr.-Major Horace E. Weatherly, Secretary, The Salvation Army, 120-130 West 14th Street, New York City. Sponsors: John Price Jones and Bent Taylor.

William L. Wilson, Vice President, Commercial Investment Trust, Incorporated, 1 Park Avenue, New York City. Sponsors: Ralph S. Clark and Weston Smith.

Guy Witherspoon, Co-owner, Witherspoon & Ridings, Inc., 1705 Electric Building, Fort Worth, Texas. Sponsors: Paul O. Ridings and Raymond J. Neuman.

Associate Membership

Warren Burns, Vice President, California Commercial Company, 30 Rockefeller Plaza, New York City. Sponsors: Ralph S. Clark and Robert G. Pearson.

Bert V. Chappel, Federal Housing Administration, Platt Building, 519 S.W. Park Street, Portland, Ore. Sponsors: Paul G. Weaver and Claire Warner Churchill.

Henry B. Dalby, President, Henry B. Dalby, Inc., 341 Madison Avenue, New York City. Sponsors: Weston Smith and Bertrand W. Hall.

Thomas M. Foristall, Owner, Thomas M. Foristall, 19 Rector Street, New York City. Sponsors: Weston Smith and Bertrand W. Hall.

Robert F. Kane, Public Relations Director, F. H. McGraw & Company, 51 East 42nd Street, New York City. Sponsors: Robert G. Pearson and Ralph S. Clark.

Arthur Jaffey, International Labor Organization, Public Information Division, 154 Rue de Lausanne, Geneva, Switzerland. Sponsors: Julie Medlock and Kelly Shugart.

Paul S. Nickel, Ass't. to the President, Red Owl Stores, Inc., P. O. Box 1128, Minneapolis, Minn. Sponsors: W. Howard Chase and Abbott Washburn.

Wayne Pennington, Manager, Public Relations, Lederle Laboratories Division, American Cyanamid Company, 30 Rockefeller Plaza, New York City. Sponsors: Kalman B. Druck and John V. Tharrett.

Frank Schaffer, Account Executive, G. Munro Hubbard, Public Relations, 120 Broadway, New York City. Sponsors: John P. Broderick and Albert Carriere.

Claude O. Witze, Industrial and Public Relations Manager, Synthron, Inc., Ashton, R. I. Sponsors: Walter T. Bonney and Howard S. Curtis.

Associate to Active Membership

Walter G. Barlow, Vice President, Opinion Research Corporation, 44 Nassau Street, Princeton, N. J.

J. Carroll Bateman, Ass't. Director of Public Relations, The Baltimore and Ohio Railroad Company, Baltimore, Md.

James R. Hanson, Associate, Thomas W. Parry and Associates, 805 Security Building, St. Louis, Mo.

Howard M. LeSourd, Dean, Boston University, School of Public Relations and Communications, 84 Exeter Street, Boston, Mass.

William C. Pine, Vice President in Charge of Public Relations, Lake Forest College, Lake Forest, Ill.

Lemoine Skinner, Jr., Owner, Lemoine Skinner, Jr., Public Relations, 511 Locust Street, St. Louis, Mo.

NEW PRSA MEMBERS ELECTED DURING 1951

HAWAII CHAPTER	1
HOUSTON	2
LOS ANGELES	2
WASHINGTON	1
MEMBERS AT LARGE	6
TOTAL	12

Richard W. Darrow

The Baltimore Junior Association of Commerce "Most Outstanding Young Man of the Year" award committee has selected Richard W. Darrow, Director of Public Relations for The Glenn L. Martin Company for the 1950 honor.

Mr. Darrow, 35, was selected from a group of candidates whose names were submitted by trade associations, civic and service clubs, business organizations and professional societies, on the basis of outstanding leadership in business and civic affairs.

British Institute of Public Relations invites PRSA members to PR week at Festival of Britain

The following letter from Alan Hess, Fellow of the Institute of Public Relations, London, who is the British group's president this year, has been received by PRSA headquarters. Mr. Hess is a PRSA member.

"Are any members of your organisation in public relations making a visit to this country during our Festival year, 1951? If so, we would very much like to meet you.

That, in short is the sense of this letter.

Probably you know something of the aims of this Festival of Britain—a Festival which is designed to display the British contribution to civilisation past, present and future, in the arts, in science, and in design—a Festival which we hope will interest our visitors from overseas, stimulate endeavour and add its quota to the efforts of man throughout the world.

Because of the significance of this Festival to those of us who are engaged in public relations we in the Institute are organising for our members a special Public Relations Week next year from 23-29 April, which is directly before the opening of the Festival by H.M. The King.

Our programme, aimed at showing something of British industry and its public relations to public relations people, will include visits to a number of outstanding firms where a particular relationship can be shown between notable industrial advances and the work of Public Relations. It will also include visits to places of interest and such measure of hospitality as we can provide—not lavish but I assure you very friendly. Finally it will embrace a visit to the Institute's weekend conference on Public Relations at Hastings—one of our South coast seaside resorts.

If, as we hope, a number of public relations people from your country are to be in England at that time we would like them to join us in the events of the special week. They would be most cordially welcomed. Moreover, we would like any such visitors to be the guests of the Institute when at Hastings.

May I ask that you be good enough to let your members know of this invitation and let us know as soon as is convenient the names of any who would be here during our Public Relations Week and who would like to join us.

But apart from this we would also like to know of any of your members in the public relations field who would be coming at any other time during the Festival year. We would like to do what we can to help them and certainly we would be glad of the opportunity of meeting them."

THE HOPPER

Journal merits additional distribution

I think the article "We Don't Know Enough!" by Earl Newsom, which appears in the January issue of the JOURNAL, is one of the best of its kind I have ever read, and I would like to distribute it not only to members of my staff, but to others in the Corporation. . . . We who conscientiously read the JOURNAL would welcome more articles of this nature.

W. EVERETT MCLAINE

Director of Public Relations
United States Steel Corporation
Pittsburgh, Pennsylvania

Journal represented in *Brief*

It may be that you will want to note editorially the fact that the PUBLIC RELATIONS JOURNAL is the only PR medium represented in *Brief*.

LEE TRACY

Publisher
Brief
New York, N. Y.

A practical magazine

You are to be highly congratulated in the tremendous improvement in the PUBLIC RELATIONS JOURNAL. I have read the December 1, 1950 issue cover to cover. This is unique for me. Originally I had the idea that our Society's official organ was abstract and school-bookish. The current issue is most practical and the typography certainly encourages reading and application.

LAWRENCE W. REMBER

Assistant to the General Manager
American Medical Association
Chicago, Illinois

Community relations workshop lauded

What you are doing in the Community Relations Workshop of the New York Chapter ("Public Relations in the Local Community"—October JOURNAL) is, in my opinion, the personification of the professional approach. It seems to me, also, to be one of the most important functions which can be performed by the PRSA. I only hope that a greater degree of cooperation can be achieved between your practical approach and the public relations work being done in educational institutions. . . . It seems to me that many practitioners are missing a great opportunity by excluding the application of social scientific knowledge and skills.

FRANK T. LEBART

Instructor in Public Relations
Boston University
School of Public Relations & Communications
Boston, Massachusetts

St. Louis Conference tops

This is just a note to express my sincere appreciation for the opportunity of attending the finest one-day meeting I have ever experienced. The "Saint Louis Chapter" of the Public Relations Society of America proved to me, at any rate, that Midwesterners can show the New Yorkers a thing or two about organizing a meeting that's interesting and informative every single minute.

D. A. REED

Assistant Public Relations Manager
W. A. Sheaffer Pen Company
Fort Madison, Iowa

PR programs studied

I want to make a study of the public relations organizations and programs of the larger companies in the U. S. I want particularly to find out how many specialists each company has engaged in public relations activities and how they are organized. Do you know of anyone who has made such a study already [as reflected in organization charts—Editor] from whom I might be able to get such information?

CONGER REYNOLDS

Director, Public Relations
Standard Oil Company (Indiana)
910 South Michigan Avenue
Chicago, Illinois

(Will readers please send copies of their organization charts to Mr. Reynolds. —Editor)

Each time I get a copy of the PR JOURNAL it's a reminder to join the PRSA. Would you enter this application for membership, or let me know what I need do to accomplish that?

ALLEN CENTER

Public Relations Director
The Parker Pen Company
Janesville, Wisconsin

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PRACTICE OF PUBLIC RELATIONS

AS MEMBERS of the PUBLIC RELATIONS SOCIETY OF AMERICA, we subscribe to the belief that inherent in the practice of public relations is the obligation of a public trust which requires fulfillment of these principles:

1. Objectives which are in full accord with the public welfare as well as the interests of our clients or employers;

2. Accuracy, truthfulness and good taste in material prepared for public dissemination and in all other activities sponsored, participated in or promoted, whether as independent public relations counsel or as officer or employee of a trade association, company or other organization or group;

3. Standards of practice which preclude the serving of competitors concurrently except with the full knowledge and consent of all concerned; which safeguard the confidential affairs of client or employer even after termination of professional association with him and so long as his interests demand; and which, with full regard for our right to profit and to advance our personal interests, nevertheless preserve professional integrity as the primary concern in our work;

4. Cooperation with fellow practitioners in curbing malpractice such as the circulation of slanderous statements or rumors, the concealment from clients or employers of discounts or commissions, or any other information to which they are entitled; and deliberate distortion or misrepresentation for professional gain or competitive advantage;

5. Support of efforts designed to further the ethics and technical proficiency of the profession and encourage the establishment of adequate training and education for the practice of public relations.

We realize full well that interpretation of a Code of Ethics becomes a matter of personal judgment in many instances, but we hold that a sincere effort to implement the spirit of the above principles will assure professional conduct of credit to the profession and honest service to clients and employers.

PUBLIC RELATIONS SOCIETY OF AMERICA

Adopted by the membership December 4, 1950